

Questions from Office of Personnel Management
HR Manager Data Base

Trades and Labor

Reading

- Describe a chart, diagram, table, or graph you read and understood. How did you apply it to a current work problem? What was the outcome?
- Describe a situation in which you were required to read and apply what you have read. What was the situation? What materials did you read? How did you apply the information to a current work problem? What was the outcome?
- Describe a time when you read something to find the answer to a question. What was the question? What materials did you read? How did you apply the information to a current work problem? What was the outcome?

Writing

- Describe a document that you wrote (for example, report, memo, or instructions). What was the document about? How did you organize the document? What feedback did you receive regarding the document?
- Describe a time when you adjusted your writing so that it could provide the information needed by the readers. Who were the readers? How did you adjust your writing? What was the outcome?

Arithmetic

- Describe a time when you did arithmetic using whole numbers, fractions, or percentages. What types of calculations did you make? How did you use them? What was the result?
- Describe a time when you used arithmetic to check the accuracy of your work. What types of calculations did you make? How did you use the answers to check your accuracy? What was the result?
- Describe a time when you used arithmetic to help you plan your work. What types of calculations did you make? How effective were the calculations in helping you to plan your work?

Mathematical Reasoning

- Describe a practical problem that you solved by calculating numbers. What was the problem? What did you calculate? What was the result?
- Describe a time when you had to calculate a statistic to plan your work. What was the nature of the work? What calculation did you perform? How did you use the result of your calculation? What was the outcome?
- Describe a time when you had to choose a mathematical formula to solve a problem. What was the problem? How did you select the formula? How did you use the results? How well did your approach work?

Oral Communication

- Describe a presentation you have made to an individual or group. Who was the audience? What was the topic? How did you develop and decide on the content of the presentation? What was the outcome?
- Describe a time when you gave verbal instructions to someone about how to complete a task. What was the task? What kind of instructions did you give? What was the outcome?
- Describe a time when you responded to another person's non-verbal cues (for example, facial expressions and body language). What was the situation? What was your response? What was the result of your response?

Creative Thinking

- Describe a project you worked on for which creativity was important. How were you creative? How did that impact the project?
- Describe a situation in which you were creative in developing a solution to a problem. What was the problem? What was your solution? What was creative about the solution? What was the outcome?
- Describe a time when old methods could not be used in a new situation and you had to use your imagination to come up with new procedures. What was the situation? Why didn't your old methods work? What were the new procedures? What was the outcome?
- Describe a time when you did not have the appropriate materials or tools and you had to improvise using the materials or tools you had. What did you do? What was the outcome?

Information Management

- Describe a time when you needed additional information and how you went about finding that information. What information did you need? How did you find it? What was the outcome?
- Describe a time when you needed to organize some information. What was the information? How did you organize the information? Did your strategy work?

Decision Making

- Describe a situation in which you had to make the best decision possible when all the information that you needed was not available. What information was missing? How did the fact that the information was missing affect your decision? How did you make your decision? What was the outcome?
- Describe a situation in which you made a decision that had an impact on others. What was the situation? What process did you go through to make your decision? What was your decision? What was the outcome?

Reasoning

- Describe a time when you analyzed information to reach a conclusion. What kind of information did you analyze? What was your conclusion? What was the outcome?
- Describe a time when you had to support a decision that you made. What facts, data, or other information did you present? How did the information support your decision? What was the result?
- Describe a time when you used information from several different sources to make a decision. What was the information? What were the sources of the information? How did you combine the information to make a decision? What was the result?

Problem Solving

- Describe a time in which you received information that there may be a problem, but you were not sure whether that information was accurate. What information did you receive and what was the problem? How did you use the information? What was the result?
- Describe a time when you had to evaluate several possible solutions to a problem. How did you evaluate the possible solutions? What was the outcome?

- Think of a problem that you solved and discuss all the steps you went through to solve the problem. What was the problem? What were the steps that you went through to solve the problem? What was the outcome?

Mental Visualization

- Describe a time when a mental picture (e.g., of a map, blueprint, or work plan) helped you to complete a task. What was the task? How did you use the mental picture to try to accomplish the task? What was the result?
- Describe a time when your work involved understanding the meaning of symbols in or on a document (for example, blueprint, label, or instructions). What did the symbols represent? How did you apply that information to your work? What was the outcome?

Learning

- Describe a time when you developed a new skill. What was the skill? How did you develop it? When have you applied it? How did it work out?
- Describe a time when you received feedback from your supervisor, coworkers, or someone else and used that information to develop a new skill or change the way you did things. What feedback did you receive? How did you use the information? What was the outcome?

Self-Esteem

- Describe a time when you failed to accomplish a goal. What did you do next? Did you change your plans, and if so, how? What was the final outcome?
- Describe a time when you were frustrated and discouraged, because your work was not going the way you had hoped. What had you hoped to accomplish? What went wrong? How did you deal with the situation? What was the final result?

Teamwork

- Describe a situation in which you worked as part of a team. What was the situation? What role did you play? What was the outcome?
- Describe a time when you encouraged other members of your group to work together and support one another in a team effort. How did you encourage them? What was the result?

- Describe a time when you had to build team spirit. What actions did you take? What was the result?
- Describe a time when you worked closely with others to get something done. What did you accomplish? How did you work together? What was the outcome?

Integrity/Honesty

- Describe a time when someone asked you to break the rules at work by doing something that was dishonest. What was the situation? How did you respond? What was the outcome?
- Describe a time when you had to decide whether taking a certain action was the right or wrong action to take. What was the situation? What factors did you consider in making your decision? What was the outcome?
- Describe a time when you were asked to compromise your standards to save time, money, or effort. What was the situation? How did you respond? What was the outcome?

Self-Management

- Describe a time when you had to make an extra effort to complete an assignment on time. What was the situation? What did you do? What was the outcome?
- Describe a time when you set and met your own goal. How did you set your goal? How did you accomplish it?
- Describe a time when you were unable to meet a deadline. What was the situation? How did you handle it? What was the outcome?

Interpersonal Skills

- Describe a situation in which you had to deal with people who were upset about a problem. What was the situation? What did you do? What was the outcome?
- Describe a time when you worked with someone very different from you. How did you deal with your differences? What was the outcome?
- Describe a time when you worked with someone who had a different point of view from your own. How did it affect your relationship? What did you do? What was the outcome?

Planning and Evaluating

- Describe a project for which you planned short-term or long-term goals. What was the project? What goals did you set? How did you set them? To what extent were you successful in meeting your goals?
- Describe a time when you coordinated with others to accomplish goals. With whom did you coordinate? What was the outcome?
- Describe a time when you set a goal and monitored your progress over time. What was the goal? How did you monitor yourself? To what extent was your strategy effective?
- Describe a time when you worked on several tasks at the same time. How did you prioritize them? What was the outcome?

Attention to Detail

- Describe a task you completed that had many steps. What steps did you take to try to ensure you did not miss anything? How did you ensure that all steps were completed correctly? What was the outcome?
- Describe a time when you found an error in your work. How did you find the error? What did you do to attempt to correct the error? What was the outcome?

Financial Management

- Describe a time when you compared costs and benefits of a purchase. How did you compare the costs and benefits? How did you use that information to make a decision? What was the result?
- Describe a time when you had an unexpected expense. How did this affect your budget? What did you do to try to adjust for it? What was the outcome?
- Describe a time when you planned a budget. How did you keep track of income and/or expenses? To what extent were you successful?

Managing Human Resources

- Describe a time when you assigned work to others. How did you decide which task to give to each person? How did you attempt to ensure a fair distribution of the workload? To what extent were you successful?
- Describe a time when you evaluated someone else's work and gave him/her feedback. What kind of feedback did you provide? How did that person respond to your feedback? What was the outcome?

Leadership

- Describe a time when you tried changing the way you led a group, to better achieve your goals. Why did you change your approach? How did you change the way you led the group? What was the outcome?
- Describe a time when you tried to motivate others to do something. What was the situation? What did you do to try to motivate them? What was the outcome?

Teaching Others

- Describe a situation in which you tried to help someone improve his/her performance. How did you identify the areas in which s/he needed help? What kind of help did you provide? What was the outcome?
- Describe a time when you provided training to someone. What did you teach him/her? What approach did you take? To what extent were you successful? How did you evaluate your success?

Customer Service

- Describe a situation in which you dealt with a customer or client who was particularly difficult. What was the situation? How did you handle the situation? What was the result?
- Describe a time when you recommended a particular product or service to a customer. What was the product or service? Why did you recommend the product or service? What was the outcome?
- Describe a time when you tried to help a customer resolve a problem. What was the problem? What did you do to help? What was the result?
- Describe a time when you worked with a customer to identify his or her needs. How did you identify what was needed? What was the result?

Organizational Awareness

- Describe a time when your knowledge of the way things are done in your organization affected your actions. What was the situation? How did your knowledge affect your actions? What was the outcome?
- Describe a time when your knowledge of your organization's policies or regulations helped you to solve a problem. What was the situation? How did your knowledge help you? What was the outcome?

External Awareness

- Describe a time when you adapted your work to changing circumstances outside the organization. What changes did you notice? What actions did you take to adapt your work to the changes you saw? What was the outcome?
- Describe a time when you noticed how economic, political or social trends affected your ability to perform your work and get a quality result. What was the trend? How did you notice the trend? How did it affect your work?

Vision

- Describe a time when you explored opportunities that could help your organization better accomplish its purpose in the long-term. How did you present your idea to your supervisor or others in the organization? What was their reaction? What was the outcome?
- Describe how your work has contributed to your organization's vision or goals. What specific things have you done to help the organization reach its goals? What was the outcome?

Influencing/Negotiating

- Describe a time when you tried to negotiate a solution that was acceptable to everyone. What was your approach? What was the solution? How was it decided? What was the outcome?
- Describe a time when you tried to persuade someone to do something. What did you persuade them to do? How did you convince them? What was the outcome?

Conflict Management

- Describe a time when you had a different opinion than someone else about the best way to do something. How did your opinions differ? How did you try to resolve your differences? What was the outcome?
- Describe a time when you took action to try to resolve a conflict between others. What was the conflict? What actions did you take? What was the result?

Stress Tolerance

- Describe a highly stressful situation that you have experienced. How did you handle the stress? What was the result?

- Describe a time when you experienced stress because of a tight deadline. How did you handle the stress? What was the outcome?
- Describe a time when you had to remain calm in an emergency or dangerous situation. What was the situation? How did you handle it? What was the outcome?

Flexibility

- Describe a situation in which roadblocks or obstacles made it impossible to follow your original plan. How did the obstacles affect your plan? What did you do? What was the outcome?
- Describe a time when you were experiencing a lot of change and uncertainty in your life. How did you deal with the situation? What was the outcome?

Technology Application

- Describe a time when you tried using a computer to solve a problem or complete a task because you thought using the computer would make the task easier. What was the task? What was the outcome?
- Describe a time when you used special equipment, like machinery or a computer, to complete a task. What equipment did you use? How did the equipment help to complete the task?

Technical Competence

- Describe a time when you had to complete a task using equipment or tools with which you were unfamiliar. How did you learn to use the equipment? What was the result?
- Describe a time when you helped coworkers solve a technical problem. What was the issue? What advice did you provide? What was the outcome?
- Describe a time when you improved your technical knowledge through on-the-job experience or formal training. What did you learn? How did you use the information? What was the outcome?

Technical Problem Solving

- Describe a time when existing machinery, tools, or equipment were not useful, so you had to do something differently or use a different tool to finish a job. What did you consider while you were deciding how to finish the job? What were the results of your new approach?

- Describe a time when something was broken and you had to fix it. How did you determine what was broken and what action to take? What actions did you take? What was the result?
- Describe a time when you handled a system malfunction. How did you identify the problem and the cause? What did you do once you found the cause? What was the outcome?
- Describe how you handled a system malfunction or other technical problem. What did you do? What was the outcome?

Memory

- Describe a situation when your memory helped you to complete a task. What was the situation? How was memory important? What type of information did you need to remember? What was the outcome?
- Describe a time when you had to rely largely on your memory to get a job done. How did you learn the information you used? Was there anything that you needed to remember that was particularly difficult to recall? What was the outcome?
- Describe a time when you had to remember information to do a job. What methods did you use to remember the information? How effective were these methods for you?