**Competency-based Interviews**

Competency-based interviewing is used by employers to ascertain whether an individual’s skills, abilities and motivation match those in the job specification. It delves deeper than a traditional interviewing style to ensure that the candidate has the right competencies – knowledge, application of skills and undertaking of tasks in the workplace – to be considered a suitable candidate for the role. It is recommended that candidates informed that they will be undergoing a competency-based interview prepare answers to the following questions which are typical examples of those used in such an interview.

**CORE COMPETENCIES**

**Adaptability**

* Tell me about a time when you changed your priorities to meet others' expectations.
* Describe a time when you altered your own behaviour to fit the situation.
* Tell me about a time when you had to change your point of view or your plans to take into account new information or changing priorities.

**Client focus**

* Give an example of how you provided service to a client/stakeholder beyond their expectations. How did you identify the need? How did you respond?
* Tell me about a time when you had to deal with a client/stakeholder service issue.
* Describe a situation in which you acted as an advocate within your organization for your stakeholder’s needs, where there was some organizational resistance to be overcome.

**Communication**

* Describe a situation you were involved in that required a multi-dimensional communication strategy.
* Give an example of a difficult or sensitive situation that required extensive communication.
* Tell me about a time when you really had to pay attention to what someone else was saying, actively seeking to understand their message.
* Organizational awareness
* Describe the culture of your organization and give an example of how you work within this culture to achieve a goal.
* Describe the things you consider and the steps you take in assessing the viability of a new idea or initiative.
* Tell me about a time when you used your knowledge of the organization to get what you needed.
* Problem solving and judgment
* Tell me about a time when you had to identify the underlying causes to a problem.
* Describe a time when you had to analyze a problem and generate a solution.
* Tell me about a situation where you had to solve a problem or make a decision that required careful thought. What did you do?

**Results orientation**

* Tell me about a time when you set and achieved a goal.
* Tell me about a time when you improved the way things were typically done on the job.
* Describe something you have done to improve the performance of your work unit.
* Describe something you have done to maximize or improve the use of resources beyond your own work unit to achieve improved results.

**Teamwork**

* Tell me about a time when you worked successfully as a member of a team.
* Describe a situation where you were successful in getting people to work together effectively.
* Describe a situation in which you were a member (not a leader) of a team, and a conflict arose within the team. What did you do?

**ROLE-SPECIFIC COMPETENCIES**

**Developing others**

* Tell me about a time when you coached someone to help them improve their skills or job performance. What did you do?
* Describe a time when you provided feedback to someone about their performance.
* Give me an example of a time when you recognized that a member of your team had a performance difficulty/deficiency. What did you do?
* Impact and influence
* Describe a recent situation in which you convinced an individual or a group to do something.
* Describe a time when you went through a series of steps to influence an individual or a group on an important issue.
* Describe a situation in which you needed to influence different stakeholders with differing perspectives.

**Innovation**

* Describe something you have done that was new and different for your organization that improved performance and/or productivity.
* Tell me about a time when you identified a new, unusual or different approach for addressing a problem or task.
* Tell me about a recent problem in which old solutions wouldn't work. How did you solve the problem?

**Leadership**

* Tell me about a time when you had to lead a group to achieve an objective.
* Describe a situation where you had to ensure that your “actions spoke louder than your words” to a team.
* Describe a situation where you inspired others to meet a common goal.

**Relationship building**

* Describe a situation in which you developed an effective win/win relationship with a stakeholder or client. How did you go about building the relationship?
* Tell me about a time when you relied on a contact in your network to help you with a work-related task or problem.
* Give me an example of a time when you deliberately attempted to build rapport with a co-worker or customer.
* Resource management
* Describe a situation in which you took a creative approach to resourcing to achieve a goal.
* Tell me about a time when you had to deal with a particular resource management issue regarding people, materials or assets.
* Describe the options you would consider to resource a project or goal if you did not have the available resources within your own span of control.
* Describe a situation in which you established a partnership with another organization or stakeholder to achieve a mutual goal. What steps did you take to ensure the partnership was effective?

**Self-management**

* Describe the level of stress in your job and what you do to manage it.
* Describe a time when you were in a high-pressure situation.
* Describe a time when things didn't turn out as you had planned and you had to analyze the situation to address the issue.

**Strategic thinking**

* Describe a challenge or opportunity you identified based on your industry knowledge, and how you developed a strategy to respond to it.
* Describe a time you created a strategy to achieve a longer-term business objective.
* Describe a time when you used your business knowledge to understand a specific business situation.