**Behavioral**

Based on your knowledge of this position, what would you say is the single most important skill you possess that would help you succeed?

* Enthusiasm for this role combined with the necessary background to succeed

Tell us about a time you failed

* USP Contracts

**Leadership**

How would you describe your supervisory style?

Tell us about a time when you organized, managed, and motivated others to complete a task from beginning to end. (OSU)

Tell us about a time you pitched in to help a team member finish a project even though it "wasn't your job". What was the result? (OSU)

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**Administration**

Share with us a time when you have had to handle multiple projects and competing needs all at once. How did you maintain your effectiveness on the job? (OSU)

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What do you believe is the purpose of student conduct in Residence Life? And how do you see conduct hearings fitting into your position as a Resident Director?

**Academic Initiatives**

**Crisis Management**

Describe a time you have dealt with an emergency situation in the Residence Hall. How did you respond? What would you change about the way you responded?

### Developing Appropriate Interview Questions

Good interview questions will illuminate the experience of an applicant well enough to indicate the prospects for his/her success in the position. Generally, all questions should be related to the knowledge, skills and abilities necessary to successfully carry out the duties and responsibilities of a position. Questions about basic workplace competencies, work ethic, decision making, problem solving, and interpersonal skills that indicate a person’s professional character are also appropriate.

The criteria for determining which questions are acceptable are:

* Ask only for information that is needed to make a hiring decision;
* Know how the committee will use the information to make a hiring decision; and
* Recognize that seeking information that is not job-related can be difficult to defend.

The BEST interview questions will emerge from a careful analysis of the position description.

#### Types of Interview Questions

Interview questions can be informational, situational, or behavioral. Informational questions ascertain the facts of an applicant’s education and work experience. Situation questions ascertain an applicant’s response to a hypothetical or real-life situation, and also test an applicant’s ability to analyze and solve problems, or make decisions. Behavioral questions ascertain the nature of the applicant’s past behavior, which is an excellent indicator of future performance. While each of the three types of questions are appropriate, the preferred and encouraged method of interviewing is behavioral interviewing because it helps predict how an applicant will “behave” in the position.

#### Behavioral Interviewing

Behavioral interviewing is a technique that focuses on specific job-related experiences. The questions are designed to address the knowledge, skills, and abilities for the position, and to provide detailed information about performance skills that may not be available in the written application materials. Behavioral interviewing questions focus on specific examples of an applicant’s past behavior in an effort to predict future behavior. Examples of such questions are “How would you organize your work if you had more tasks than time to do them?” and “How did you accomplish the project you described in your resume?”  Behavioral interview is a technique that frames questions in a way that a simple “yes” or “no” answer cannot be given.

**Sample Interview Questions**

**Teaching/Research/Public Service:**

* How do you create a unique, compelling learning environment for students in your classes?
* Tell us about a specific research (or teaching) project that included the involvement of your students.
* Describe a situation that was related to your teaching or research that was particularly difficult for you. Describe the circumstances, how you managed the situation, and the outcome.
* What technology applications have you utilized in the classroom?
* How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
* How do you feel your teaching style can serve our student population?  Be specific.
* Describe a time when you felt your workload as a faculty member was “split” into areas that you believed to be inappropriate. Describe the circumstances of this situation, and how you addressed and resolved your concerns with your department head.

**Organizational/Teamwork/General Skills:**

* Give us an example of a time when you had to pull together constituents, both for and against your methods for completing an important project or task. What was your strategy to get everyone to work together?  What was the outcome?
* Tell us about a time when you were required to perform what you felt were boring or mundane tasks. How did you keep yourself motivated while performing these tasks?
* What types of decisions do you make in your current position without consulting your manager or department head?
* Give us an example of a time when you were able to communicate successfully with another person, even when that individual may not have personally liked you.
* A respect for privacy and confidentiality is important to this position. Tell us about a time when someone asked you to share information regarding your employer or customer. What was the nature of the inquiry and how did you respond?
* Tell us about your personal philosophy and approach to teamwork. Please be specific and describe what behaviors you display to support and encourage a collaborative work environment.
* Describe your customer service experience. Give us an example of how you once solved a serious problem for one of your customers or constituents. What was the outcome?
* Describe a situation in which you did “all the right things” related to your research or another important issue in your workplace, and were still unsuccessful in your outcome. What did you learn from the experience, and what would you have done differently?

**Diversity:**

Questions regarding diversity should not be used to obtain personal information about an applicant’s identity status, but rather to determine what skills they bring to an increasingly diverse workplace.

* OSU strives to build an organizational culture that will allow each individual to enter, participate and thrive – unimpaired by barriers related to his/her identity status. Each of us is valued for our uniqueness. Describe how your background and experience has prepared you to be effective in an environment that values diversity.
* Tell us about a time that you adapted your style in order to work effectively with those who were different from you.
* What kinds of experiences have you had in relating with people whose backgrounds are different than your own?
* Have you ever realized that you had said or done something that may have been offensive to a colleague?  How did you respond to that realization, and what was the outcome?
* Describe a specific situation in which you worked with a diverse group of people over a period of time.  Based on this experience, what did you learn?
* In what ways have you integrated multicultural issues as part of your professional development?

Visit the Office of the President’s website for a list of [additional interview questions related to diversity](http://leadership.oregonstate.edu/president/sample-interview-questions).

* (after giving them the university Mission Statement and drawing their attention to the section on the value of diversity) How has your background and experience prepared you to be effective in an environment that holds this value?
* Tell me about a time that you adapted your style in order to work effectively with those who were different from you.
* What kinds of experiences have you had in relating with people whose backgrounds are different than your own?
* Can you recall a time when you gave feedback to a colleague who was not accepting of others?
* Can you recall a time when a person's cultural background affected your approach to a work situation?
* Have you ever realized you had said or done something that may have been offensive to a colleague? How did you respond to that realization, and what was the outcome?
* Give examples of times when your values and beliefs impacted your relationships with your colleagues.
* Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives.
* In your experience, what are the challenges faced by members of historically underrepresented groups in the workplace? What strategies have you used to address these challenges, and how successful were those strategies?
* What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
* Describe the climate for diversity at your present position. What impact have you had on that climate?
* What efforts have you made, or been involved with, to foster multicultural understanding and cultural competence?
* Have you encountered concerns about "chilly climate" raised by members of identity groups that have historically experienced discrimination? If so, how have you handled them?
* What measures have you taken to make someone feel comfortable when some people seemed uncomfortable with his or her presence?
* What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
* Tell us how you work with people to create or foster diversity in the workplace.
* In what ways have you integrated multicultural issues as part of your professional development?
* What do you see as the most challenging aspects of an increasingly diverse academic community, and what steps have you taken to meet such challenges?
* Suppose that you encounter a pervasive belief that diversity and excellence are somehow in conflict. How do you conceptualize the relationship between diversity and excellence? What kinds of leadership efforts would you undertake to encourage a commitment to excellence through diversity?
* In what ways do you feel it is appropriate to incorporate topics related to diversity and (your discipline) into the classes you teach? How would you do this?
* Has diversity played a role in shaping your teaching and advising styles? If so, how?
* What is your vision of diversity at an institution like Oregon State University?
* Describe a specific situation in which you worked with a diverse group of people over a period of time. Based on this experience, what did you learn?

**Sample interview questions**

***The questions that follow are samples only, and do not constitute a required list.*** These are examples of ways to find out about an applicant's experience with supporting diverse environments, or her/his thinking about how to do so in a way that will be relevant to the functions of the job. Many of the questions are based on the principles of behavioral interviewing, which uses questions about specific past performance to predict future on-the-job performance. Some candidates have not encountered behavioral interview questions before, so be prepared to ask follow-up questions that encourage them to give specific examples rather than general responses.

These samples include a range of questions that might be asked of people applying for all kinds of positions at institution, with various levels of responsibility. Not every question is appropriate for every position. Please review the questions to see how they are designed, and see whether you find any that are particularly appropriate for the position you are filling. ***You may also write your own questions that are tailored to the needs of your unit.***

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Tell us about a time you were unsuccessful?

Tell us about a time you dealt with conflict?

Correcting someone?

How I handle Discipline?

Tell us about a time you pitched in to help a team member finish a project even though it "wasn't your job". What was the result? (OSU)

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Describe a time you have dealt with an emergency situation in the Residence Hall. How did you respond? What would you change about the way you responded?

**Dealing with Conflict Resolution**

Some Key Points

* People open up to me a lot
* Sometimes people just need to talk and don’t necessarily need a solution

Please describe a situation in which you experienced conflict with a coworker. How did you resolve the situation, and what did you learn from it?

* Intern at Advantage Accelerator
  + First intern so there was some ambiguity
* Required to document process of award and grants that was followed by Office for Sponsored Research and Award Administration
  + Industry grants were being moved
* Conflict they felt they were losing them

Please describe a situation in supervising staff where you had conflict with a staff member. How did you resolve the situation, and what did you learn from this situation?