

**COMPETENCY BASED INTERVIEWING - Conscientiousness**

Question	Response should indicate
1. We often need to document what we've done at work in written form. Can you give me an example of how you've done that?	Detail-oriented
2. Please tell me about a time in which you found it necessary to speak up about a quality issue where there was a real risk to the company's reputation?	Quality-focused
3. In most jobs, there are occasions when everybody is taking advantage of the employer. Tell me about a time when you had such an opportunity and how you handled it.	High-integrity
4. Tell me about a time when you had to "stand up" for a decision you made even though other important people were opposed to that decision.	Responsible
5. All of us are confronted by a variety of temptations in our jobs. Can you tell me about such a time in your experience and how you handled it?	Trustworthy
6. There are times when we work without close supervision and we must make sure the job gets done. Tell me about when you found yourself in such a situation. What happened?	Dependable
7. On some jobs there are opportunities to save the organization money by choosing a less expensive course of action or a less expensive material. Can you give me an example of how you might have done this?	Cost-conscious
8. Please relate a specific instance when you found it necessary to be quite exact in your standards in order to do a job. How did you handle that situation?	Exact
9. Tell me about a job in which there was a great deal of paperwork that you were required to complete. What specific things did you do to ensure your accuracy?	Disciplined
10. It often takes extra effort to accomplish a task or reach a target. Can you give me a specific example of when you had to exert that extra effort?	Committed
11. Could you described a time when your concern about how things might turn out prevented the company from experiencing a serious problem?	Cautious
12. Give me an example of a situation where others were really intense but you were able to retain your composure.	Casual
13. There are times when it is very easy to become overwhelmed by work demands. Can you give me an example of when and how you were able to avoid that?	Easygoing
14. Describe a situation at work where there was a delay going on but you were not all that involved.	Passive
15. There are many jobs in which well-established methods must be followed to do the job. Give me a specific example of a time when you tried some other method to do the job. What happened?	Undisciplined
16. Can you tell me about some demanding situations in which you managed to remain cool?	Nonchalant
17. Tell me about your experience in jobs that required you to be especially alert to details while doing the job.	Cursory
18. People differ a great deal in how much depth they are willing to go into when pursuing a point. Give me an example of when you avoided this kind of depth.	Superficial
19. Sometimes great success can be achieved by being spontaneous. Can you tell me of an instance when you did that?	Spontaneous
20. In some situations it is critical to avoid the rules and just move ahead. Tell me about when you needed to do that.	Free-flowing
21. Tell me about a time when others were really bothered by something at work and you did not share that feeling.	Indifference
22. Can you give me an example of when you were informal in a working situation although the others were much more formal? How did it turn out?	Informal

**COMPETENCY BASED INTERVIEWING Personal/Interpersonal Dimension - Likeability**

Question	Response should indicate
1. It's very important to build good relationships at work, even with difficult people. Can you tell me about a time when you were able to build a successful relationship with a difficult person?	Amiable
2. People sometimes need to have the rules bent when they are in some kind of a jam. Is there a time that you bent the rules for an employee who needed just a little bit of extra room when they or a member of their family were in trouble?	Helpful
3. It's often very important to be supportive of another person when s/he is trying to work through some serious problem. Would you tell me about a time when you have been able to do that?	Supportive
4. There are times when people just "need a hand." Can you give me an example of when you were able to provide that and to a person with whom you worked?	Helpful
5. Sometimes the only way to resolve a difference is through compromise. Can you tell me about a time when you were able to resolve a difficult situation by finding some middle ground?	Conceding
6. Being successful on the job depends upon having good relationships with others. Tell me about a time you were able to get a job done because you had such a relationship with another person.	Friendly
7. Understanding how other people think and feel is often important to getting the job done. Tell me about a time when your understanding of others had that effect.	Empathetic
8. Give me an example of how you have been successful at empowering either a person or a group of people in accomplishing a task.	Inspiring
9. Almost everyone likes to be liked. But you can get into difficulties if you try too hard to be liked. Can you tell me about a time when this might have happened to you? How did you extricate yourself from the situation?	Congenial
10. It is often important to remain positive and "up-beat" at work, even when you have other things on your mind. Give me a specific example of when you were able to do that successfully.	Easy going
11. Tell me about a time when you were able to be successful because you were not taken in by what some other people were telling you.	Cynical
12. In negotiations, understanding the point of view of the other person often helps us develop a counter strategy. Would you give me an instance of when that was true for you?	Shrewd
13. There are times in a job when you have to develop a game plan and stick to it, despite the obstacles. Can you tell me about a time when that was true for you?	Calculating
14. There are really unscrupulous people out in the world and we have to be on guard against them. Can you tell me about a time at work when you were able to detect that sort of person and prevent the development of a serious problem?	Suspicious
15. There are times when one feels that a decision must be made even though others feel that it may be premature. Can you tell me about a time when you made a decision even though others were not ready to do so?	Decisive
16. There are times when the rules need to be enforced, regardless of circumstances. Can you tell me about a time when you enforced a rule although the others involved offered "extenuating circumstances?"	Unbending
17. Tell me about a time when you were the one to confront a difficult situation or person, a time when others who should have spoken up were hanging back.	Hostile
18. Standing up for what you think is right can be an unpopular position to take. Tell me about a time when you had to do that. How did it turn out?	Strong-willed
19. There are many times when it's really important not to change your mind, even when others offer cogent arguments against your position. Tell me about a time when this happened to you.	Unyielding
20. Tell me about a time when your suspicions were aroused and later events proved that you were quite right. What did you do about those suspicions?	Distrustful
21. Tell me about a time when you had to stand up for your position, even though there was a good chance that your position might not be the successful one.	Tough