

**University of Central Florida  
Office of Institutional Equity  
Sample Interview Questions**

This resource contains sample interview questions that have been reviewed and approved by the Office of Institutional Equity.

The questions are divided into the following **knowledge/skills/abilities (KSAs)**:

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Within each KSA, they are further divided into three categories:

1. **Behavioral** – These questions focus on the candidate’s **past** experiences, behaviors, knowledge, skills, and abilities by asking the candidate to provide specific examples of when they have demonstrated certain behaviors or skills as a means of predicting future behavior and performance.
2. **Situational** – These provide the candidate with a **hypothetical scenario** and focuses on how the candidate would respond to a given situation based on past experiences, behaviors, knowledge, skills, and abilities.
3. **General** – These questions solicit information about a candidate’s actual experiences regarding a specific task or process.

# 1 - Business Acumen

## Behavioral

1. Tell me about a time you used your knowledge of the organization to get an idea approved.
2. Tell me about a time you used financial data to support a successful project.
3. Tell me about a time when you used industry data to support a successful project.
4. Recall an occasion when you had to explain your department's losses.

## Situational

5. You're new to an organization. How do you go about learning how the organization works?
6. You're new to an organization. What is one of the first things you do to learn how you can contribute to the organization's mission?
7. You've been approached with a new idea for your department. Describe how you go about determining the feasibility and possible success of that idea.
8. If you were given the responsibility to start a new department from scratch, what are the basics that you would need to consider?

## General

9. What difference does it make to organize departments in a centralized versus decentralized way? What is your preference? Why?
10. How have you participated in planning processes?

## Business Acumen - Financial Management

### Behavioral

11. Have you ever been over budget? Why? How did you handle this?
12. Recount a time when you had to prioritize bill or invoice payment.
13. Describe a tough financial analysis problem you were able to solve and how you solved it.
14. Walk me through a financial statement (pick one).

### Situational

15. What would you do if your proposed budget was rejected by management?
16. Discuss a situation when an expense was greater or less than originally planned. What did you do with the surplus or shortage?

### General

17. Describe your budget creation and management experience.
18. Tell me about your fiscal management experience: budgeting, reporting, cutting costs, and building and maintaining reserves.
19. What type of inventory audits have you been involved in? Describe challenges you've faced.
20. Have you ever performed a cost-benefit analysis? Tell me about it.
21. What experience do you have with financial planning and analysis?
22. Is it usually better to pay bills early or on time or a little late?
23. What is an income statement? A balance sheet?
24. Is it possible to have a positive cash flow but to be in financial trouble?

## Business Acumen - Time Management

**Behavioral**

25. Have you worked under time constraints before? Give us an example.
26. Was there a time when you struggled to meet a deadline? Tell us about it.
27. Describe a time you identified a barrier to your (or to others') productivity and what you did about it.
28. When you have a lot of work to do or multiple priorities, how do you get it all done? Give me an example.

**Situational**

29. It's 4:30 on a Friday afternoon. Your supervisor gives you an assignment that needs to be finished by 8:00 Monday morning. You have already made plans to be away the entire weekend. What would you do?

**General**

30. Tell me about your productivity and time management skills.
31. What do you do when someone else is late and preventing you from accomplishing your tasks?
32. How do you determine what amount of time is reasonable for a task?
33. How do you keep your team from feeling overwhelmed when various projects in process are equally important?
34. Describe the workload at your current position. How do you feel about it? What would you change about it, if you could?
35. Define time management.

## 2 – Communication

### Behavioral

36. Give an example of how you carefully considered your audience prior to communicating with them. What factors influenced your communication?
37. Describe a time you used your communications skills to negotiate with an angry person.
38. Have you ever given a presentation to a group? How did you prepare for it? What would you do differently?
39. Describe a time when you were able to overcome a communications barrier(s).
40. Tell me about a time when effective listening skills helped you in a problematic situation.
41. Tell me about a time when you thought someone wasn't listening to you. What did you do?

### Situational

42. Suppose two managers have difficulty communicating with each other, but you understand both. Would you try to help the two understand each other better? If so, how?
43. Two members of a team do great work, but they do not work well together. What are some of the key ways to get them to work together better?

### General

44. Management requires both good writing and verbal skills for effective communication. When it comes to giving information to employees that can be done either way, do you prefer to write an e-mail or memo or talk to the employee? Why?
45. How well do you communicate with others? What communication techniques do you use?
46. When do you think it is best to communicate in writing? When do you communicate face-to-face?
47. In terms of communication (face-to-face, phone, e-mail, instant messaging, texting), when might you use each?

### **3 – Consultation**

#### **Behavioral**

48. Tell me about a long-term project that you were responsible for that required you to communicate with numerous people and departments.
49. Think of a specific project that you've completed. Were you successful in achieving the desired results? Describe the project and the results.
50. What was the most interesting or challenging technical proposal you've ever written?
51. Tell me about the most challenging project you managed.
52. Have you had a nonproductive team member on your project team? What happened, and how did you handle this situation?
53. What did you bring to the last team on which you were a member? Describe how your strengths improved the team.
54. What was the last big project you worked on? How did you start this project? What obstacles did you overcome? Were the deadlines met? Why or why not? What would you have done differently?
55. Tell me about a project you worked on and how it helped the organization meet its business goals.

#### **Situational**

56. Describe a specific project for this position. How would you start this project? Who should be on the project team? Why? What do you think are the three biggest risks for this project? What control measures or techniques would you put in place to overcome these three risks?
57. The project has been assigned to you. What are your next three steps?

#### **General**

58. What do you enjoy most about project management?
59. What types of projects have you managed in the past?
60. What metrics do you use to measure ongoing project status?
61. Outline the major steps for any successful project.

## 4 – Critical Evaluation

### Problem-solving/Analysis

#### **Behavioral**

62. Describe for me a decision you made that would normally have been made by your supervisor. What was the outcome?
63. Have you ever solved a problem that others around you could not solve? Tell me about it.
64. What was one of the toughest problems you ever solved? What process did you go through to solve it?
65. Tell me about a time when you had a work problem and didn't know what to do.
66. Tell me about a time when a work problem was more than it at first appeared to be.
67. How have you approached solving a problem that initially seemed insurmountable?
68. How do you analyze different options to determine which is the best alternative?
69. Describe for me how your prior positions required you to be proficient in the analysis of technical reports.
70. Give an example of when you used analytical techniques to design solutions to solve problems.

#### **Situational**

71. Assume math is not your strength. You need to do some statistical analysis regarding your group's performance to present to other departments. What do you do?

#### **General**

72. Do people ever come to you for help in solving problems? Why? Give me an example of when this happened.

### Strategic Thinking

#### **Behavioral**

73. Give me an example of a time when you had to engage in future planning.
74. Tell me about a time when you participated in developing your departmental or organizational business strategy. What was your role? How did you approach it?
75. Tell me about a time when you identified a need for a new approach or service to meet a market need.
76. Tell of how your job (at a current or former employer) was directly related to a strategic goal.

#### **Situational**

77. Outline how you would create a strategy for a program/service promotion campaign.
78. A strategic plan is settled on. Would you identify competitors? Allies? How?

#### **General**

79. Tell me how the duties and responsibilities of your current or past position related to the organization's business strategy.
80. Is it more important to be a detail-oriented person or a big-picture person? Explain.
81. What is strategic thinking?

## Technical Capacity

### **Behavioral**

82. The last time that you experienced a technical problem during your workday, to whom did you go for help? Why did you choose this person?
83. Tell me about a time when you used your technical knowledge to solve a problem that appeared to be unsolvable.
84. Describe a technical report that you had to complete. What did the report entail? What was the purpose? Who was the audience?
85. Describe a time when you had to share data electronically.

### **Situational**

86. You need to merge a document from Excel to Word. Can it be done?
87. An executive needs money sent to a certain account (say, to buy tickets for a prospective client). Only you have the requisite information and authority. What do you look for in the URL to ensure security with the site?
88. An employee e-mails a Word presentation to you. How would you get that presentation to an overhead PowerPoint projection?
89. Say a weather emergency keeps employees from going to the office, but a meeting must happen. How would you assemble meeting participants?
90. Several team members in several different states need to collaborate. What are the best steps to accomplish that? How would you facilitate?

### **General**

91. Describe the types of network security features you have implemented or maintained in the past.
92. How would you describe your skills in Word, Excel, PowerPoint, and Access (relevant software used in the job)? Beginner, intermediate or advanced?
93. Describe your previous experience with travel planning and reservations.
94. What experience do you have scheduling meetings and conferences and ordering food and materials for meetings?
95. How many words per minute can you type?
96. In your opinion, how does managing a staff of technical workers differ from managing other kinds of workers?
97. What characteristics do you feel are necessary for success as a technical support worker?
98. What support, either administrative or technical assistance, did you receive in your previous positions?
99. Describe the ideal technical support you would need to be most effective as [job title].
100. How can technology help this position function?

## Thoroughness

### **Behavioral**

101. What means have you used to focus on detail and to keep from making mistakes?
102. When there's a decision for a new critical process, what means do you use to communicate step-by-step processes to ensure other people understand and will complete the process correctly?
103. Tell me the steps you take to monitor the quality of your work in your current job.

104. How do you decide when something is "good enough" or when it needs to be as close as possible to perfection? When have you had to make this determination? Explain.
105. Describe a time when you failed to satisfy a client or customer due to some minor neglect. What did you do to correct it?

**Situational**

106. After repairing some drywall, you notice you've left a small amount of debris where you did the work. What do you do?

**General**

107. Tell me how the quality of your work affects others around you. Give me an example.
108. Describe "thoroughness."



## 5 – Diversity & Inclusion

### Behavioral

109. Tell me about a time when you advocated for diversity and inclusion in the workplace.
110. Can you give me an example of how you make colleagues (or direct reports) feel a sense of inclusion, belonging, and equity on a daily basis?
111. What is your approach to understanding the perspectives of colleagues from different backgrounds?
112. Tell us about a time when you have taken steps to ensure that everyone (in your class, on your team, in your organization) felt included. Describe the situation, the actions you took, and the outcome.
113. Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you. Describe the situation, the actions you took, and the outcome.
114. Provide us with an example of how you work with people to create or foster civility in the workplace.
115. Describe a situation in which you have had to work in a multicultural environment and the challenges you had. How did you approach the situation, and what was the outcome?

### Situational

116. How would you handle a situation where a colleague was being culturally insensitive, sexist, racist, or homophobic?
117. How have you incorporated the viewpoints and perspectives of underrepresented groups into your curriculum? Please provide a specific example.
118. How will you contribute to the College's efforts to enhance diversity, equity, and inclusion in a meaningful way? How have you approached this on your current (or last) job?
119. Five employees from five different countries eat lunch together regularly. One hurts the feelings of another. They complain to you. How do you resolve the situation?

### General

120. Please share with us what diversity, equity, inclusion, and belonging mean to you and why they are important.
121. What diversity, inclusion and or cultural competence training have you received and how have you applied what you learned on the job?

## 6 – Ethical Practice

### Behavioral

122. Describe a time when you came across questionable business practices. How did you handle the situation?
123. Have you ever faced a significant ethical problem at work? How did you handle it?
124. Describe a time when you made a mistake at work. How did you deal with this situation, and what was the outcome?
125. Have you worked in a situation in which an employee, vendor or supplier had a conflict of interest? How did you handle this?

### Situational

126. You have found a co-worker's or client's belongings in the main corridor (communal space). Describe how you would take care of the situation.
127. Suppose your supervisor asked you to get information for him or her that you knew was confidential and that he or she should not have access to. What would you do?
128. If you observed a co-worker making inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?
129. What would you do if you and others discovered your immediate supervisor was sexually harassing other employees?

### General

130. Define professional behavior or conduct appropriate in the workplace.
131. Explain the phrase "work ethic," and describe yours.
132. Are there any types of marketing that you consider unethical?
133. How important is ethics in higher education?

## **7 – Flexibility**

### **Behavioral**

- 134. Give an example of a time when you were trying to meet a deadline and you were interrupted and did not make the deadline. How did you respond?
- 135. Give an example of a time when you had to quickly change project priorities. How did you do it?
- 136. Recount a time when you accommodated someone beyond your comfort level, though you didn't have to.

### **Situational**

- 137. Suppose you are in a situation in which deadlines and priorities change frequently and rapidly. How would you handle it?
- 138. Your shift is 8 a.m. to 5 p.m. At 4 p.m. the boss asks for volunteers to work until 8 p.m. How do you usually respond?
- 139. It's 4:30 on a Friday afternoon. Your supervisor gives you an assignment that needs to be finished by 8:00 Monday morning. You have already made plans to be away the entire weekend. What would you do?
- 140. You work an eight-hour day. You have eight tasks of equal measure that are due that day. You have a company party for two hours that day. What do you do?

### **General**

- 141. People react differently when job demands are constantly changing. How do you react to this?
- 142. How important is it to be flexible?

## 8 – Leadership & Navigation

### Decision-making

#### **Behavioral**

143. Give a specific example of a decision you made that was not effective. Why do you think it was not effective, and what did you do when this realization was made?
144. Describe a time when you had to make a very important and difficult decision that affected everyone in your department.
145. Recount a time when you were not the authority but had to make a decision about the team's next step(s).

#### **Situational**

146. How would you react if the following situation should occur: A co-worker or customer suddenly collapses on the floor. After a few minutes, a large crowd, speaking loudly and making demands, gathers around.
147. You have a critical decision to make for your department, and all alternatives will likely be unpopular with your staff. What input do you gather before deciding? What factors do you take into consideration?
148. What would you do if your assistant needed a computer monitor immediately? His co-worker was on vacation for three weeks and had a compatible unused monitor at his desk, and the purchase order process would take the assistant's new monitor up to three weeks to be delivered.

#### **General**

149. What methods do you use to make decisions? When do you find it most difficult to make a decision?
150. Managers need good information to be able to make good decisions. Do you tend to gather information up to a deadline to make a better-informed decision or gather just enough information to make a good decision quickly?

### Initiative

#### **Behavioral**

151. Can you tell me about a time during your previous employment when, unsolicited, you suggested a better way to perform a process?
152. Could you share with us a recent accomplishment you are most proud of?
153. Describe a time when you performed a task outside your perceived responsibilities. What was the task? Why did you perceive it to be outside your responsibilities? What was the outcome?
154. What was the most creative thing you did in your last job?
155. Give me an example of a time you were able to take the lead in changing a policy for your department and for the organization.

#### **Situational**

156. When you complete a task early, what do you do with your "extra" time?
157. You're given an assignment to create "two or three" proposals. Assuming you have more than enough time and resources, how many proposals do you actually create? Why?

**General**

158. When were you able to demonstrate initiative?

Leading Others**Behavioral**

159. Give me an example of a time when you needed to help other employees learn a new skill set. What did you do?
160. Have you ever been in a position in which you had to lead a group of peers? How did you handle it? Tell me about problems you had and how you handled them.
161. Have you ever managed a situation in which the people or units reporting to you were in different locations? Tell me how this worked.
162. Tell me about a time when you organized, managed, and motivated others on a complex task from beginning to end.
163. Give me an example of how you have motivated your employees.

**Situational**

164. A new policy is to be implemented organization wide. You do not agree with this new policy. How do you discuss this policy with your staff?
165. A subordinate regularly questions your authority. What do you do?
166. The board of directors elects not to approved cost-of-living-adjustments this year and tasks you with communicating the board's decision to staff. How do you do this?

**General**

167. Describe an ideal supervisor or manager.
168. Tell us about your management style—people, teamwork, and direction.
169. What is the largest number of employees you have supervised, and what were their job functions?
170. Tell me about your experience in leading and managing an organization like ours.
171. Tell me about your experiences with staff development.
172. What is your own philosophy of management?
173. What do you do to develop employees you manage?
174. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently or to praise employees for their work and then later point out what may need correcting?
175. What is the most significant contribution you have made to unifying a department, division, plant or so forth?
176. What do you think are the most valuable traits in a good leader?

Personal Effectiveness/Credibility**Behavioral**

177. Tell me about a situation you wish that you had handled differently based on the outcome. What would you change (or will you change) when faced with a similar situation?
178. Describe a time when you had to deal with a difficult boss, co-worker, or customer. How did you handle the situation?
179. Give an example of how you stay organized when juggling multiple tasks.

180. Tell of a time you had to defend your actions.

**Situational**

181. What do you do when you know you are right, and your boss disagrees with you?

**General**

182. How do you encourage people not under your authority to do work on your project?

183. How would your co-workers describe your work style or habits?

184. Who should be responsible for monitoring and managing employee performance?

Results Driven

**Behavioral**

185. Tell me about your current or most recent position and how you helped the organization accomplish its goals and mission.

186. How have you reacted when you found yourself stalled in an inefficient process?

187. Tell me about a time when you inherited a process that wasn't working, and you had limited time to fix it.

**Situational**

188. The project is brought to a lull (or worse, a halt) due to a co-worker's lack of productivity. What are your next steps?

**General**

189. How do you procure needed resources outside your direct control?

190. When you design a process to get something done, how do you establish the steps?

191. What are some of the most effective ways you use to keep tasks on track?

## 9 – Learning Orientation

### Behavioral

192. Describe a time when you took a new job that required a much different set of skills from what you had. How did you go about acquiring the needed skills?
193. Have you had an occasion when a prior strength actually turned out to be a weakness in another setting? How did you cope?
194. Throughout your career have you learned more about your profession through course work or through on-the-job experience? Explain.
195. What area of your last job was most challenging for you? Why was this specific part of the position difficult? Is this still challenging? Why or why not?
196. Tell me about a time when you volunteered for an assignment to expand your knowledge and skills.
197. Tell of a time when you had to educate yourself about a topic to make a presentation.

### Situational

198. The company announces a reimbursement program for any course taken that will improve your performance in your current position. Do you take advantage of it? Why or why not?
199. A new co-worker speaks another language. Do you try to learn small talk in that language or discourage the potential confusion caused by the use of different languages in the workplace?

### General

200. Tell me about the one person who has influenced you the most during your career. Were they a manager or mentor? What did you learn from them? Why do you think you learned so much from that person?
201. What is more important to your profession—experience or continued education?
202. How do you stay informed of current ideas in your field?
203. Under what kinds of conditions do you learn best?
204. In what areas would you like to develop further? What are your plans to do that?
205. What are your career interests?
206. What was the best training program in which you have participated?
207. What are your major professional reading sources?
208. What sorts of things have you done to become better qualified for your career?
209. Careers grow and develop just as people do. Where do you see your career now? Why? What are you doing to sustain it?
210. What's the most valuable thing you've learned in the past year? Why?
211. Do you feel you are knowledgeable about current industry-related legislation or trends? Why or why not?
212. What was the last work-related educational seminar or class you attended? Why did you attend this course? How have you transferred the knowledge gained in the course to your work?
213. Do you aspire to earn advanced degree(s)?

## 10 – Relationship Management

### Behavioral

214. Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
215. Describe a difficult time you have had dealing with an employee or customer. Why was it difficult? How did you handle it? What was the outcome?
216. Describe a time when you were instrumental in creating or improving a good relationship with another department within your organization.
217. Recall an occasion when you had to work with people from different divisions to accomplish a single goal.
218. Recount an occasion when you were able to connect individuals from different backgrounds or cultures in a unified organizational effort.

### Situational

219. You are a committee member, and you disagree with a point or decision. How do you respond?
220. If someone asked you for assistance with a matter that is outside the parameters of your job description, what would you do?
221. If you had a problem with a team member's lack of contribution to a project, what would you do?
222. There's a deadline to be met. The team members have an excellent grasp of their positions, but one member is absent from work, and no one can do her job well. What would you do?

### General

223. What would your last boss say about how you collaborate with others?
224. What do you think of your last boss?
225. Describe how you like to be managed.
226. Describe the best relationship you've had with a previous boss.
227. If I asked your previous or current co-workers about you, what would they say?
228. Each boss is a little different. My management philosophy or style is \_\_\_\_\_. In what way(s) do you think that your work style would complement mine [or other relevant person's work style]?
229. Describe what you foresee to be as challenges or adjustments for us in this new role.
230. In terms of communication (face-to-face, phone, e-mail, instant messaging, texting), which is your preference for collaboration? Why?

### Customer/Client Focus

#### Behavioral

231. Tell me about a time when you went out of your way to give great service to a customer.
232. Tell me about a time when you asked for feedback on your customer service skills from your manager or co-worker and then used that response to improve your work.
233. Describe a time when you had to deal with a difficult guest- or client-relations problem. What was the outcome? What did you learn?
234. Tell me about a time when you knew that your customer might not get what he or she needed on time. How did you handle this?
235. Tell me about a time when you had to say "no" to a customer because his or her request was against company policy.



- 236. Tell me about a time when you had trouble working with a difficult or demanding customer. How did you handle this?
- 237. Tell me about a situation in which you "lost it" or did not do your best with a customer. What did you do about this?
- 238. Describe a time when you exceeded a customer's expectations.
- 239. Share an example of a time when you developed rapport with a customer. What strategies did you use? How did you transfer the use of those strategies to other customers?

### **Situational**

- 240. "Yes" is the word clients, customers and guests like to hear. However, if you had to say "no," how would you do it?

### **General**

- 241. What do you find is the most difficult part about providing customer service? What is the best part?
- 242. Describe a process or system that you improved so customers would be better served.
- 243. How do you go about deciding what strategy to employ when dealing with a difficult customer?
- 244. We all have customers or clients. Who are your clients, and how do you identify them?
- 245. What have you done to improve relations with your customers?
- 246. What does the term "customer" mean to you?
- 247. Describe a time when someone failed to provide satisfactory service to you. How could that person have improved his or her performance in that situation?
- 248. What types of behaviors do you find most annoying or frustrating in a client or customer? How do you handle those behaviors?
- 249. What specific process do you go through when a client or guest is dissatisfied?
- 250. How do you think your clients, customers or guests would describe you and your work?

### Teamwork Orientation

#### **Behavioral**

- 251. Tell me about a time when a team project failed.
- 252. Tell me about a time when you needed to work as part of a team to satisfy a client or resolve an issue.
- 253. Tell me about a time you worked on a cross-functional team. Were there different challenges compared to a departmental-task team?
- 254. When groups work together, conflict often erupts. Tell me about a time that conflict occurred in one of your workgroups and what you did about it.
- 255. Tell me 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?
- 256. Tell me about a situation in which political power plays affected team dynamics. How did you or the team overcome this situation, and how could the situation have been avoided?
- 257. Tell me about a time when you were a part of a great team. What was your part in making the team effective?
- 258. Tell me the role you play within workgroups and why.
- 259. Tell me about the most effective contribution you have made as part of a task group or special project team.
- 260. Have you ever worked on a virtual team? If so, tell me about this experience. What were the team dynamics? Was the team successful? If not, what do you perceive to be the advantages and

disadvantages of this type of team? What would you do differently? How would you suggest creating team cohesiveness in a virtual setting?

**Situational**

- 261. The project is brought to a lull (or worse, a halt) due to a co-worker's lack of productivity. What are your next steps?
- 262. You're in a group where individual performance is highly rewarded and regarded. One teammate is not as productive as the rest. You could help him and reduce your own productivity or not help, and the team suffers. How do you handle this?

**General**

- 263. What do you think are the best and worst parts of working in a team environment? How do you handle it?
- 264. If I asked several of your co-workers about your greatest strength as a team member, what would they tell me?
- 265. What do you think makes a team of people work well together? What makes them not work well together?
- 266. How would people you work with describe you?
- 267. What is essential for a team to be successful?
- 268. Who is the most valuable "player" on any team?

## **11 – Stress Management/Composure**

### **Behavioral**

269. Tell me about a work "nightmare" you were involved in. How did you approach the situation, and what was the outcome?
270. Have you ever been caught unaware by a problem or obstacle that you had not foreseen? What happened?

### **Situational**

271. You are angry about an unfair decision. How do you react?

### **General**

272. Describe what you would classify as a "crisis."
273. How do you know when you are stressed? What do you do to de-stress?
274. What do you do when others resist or reject your ideas or actions?
275. How would your past employers describe your response to hectic or stressful situations?
276. What kinds of events cause you stress on the job?

## 12 – Teaching

### General

277. How have you incorporated the viewpoints and perspectives of underrepresented groups into your curriculum? Please provide a specific example.
278. Describe your teaching style.
279. Describe your teaching philosophy.
280. What technology applications have you utilized in the classroom?
281. How do you engage students, particularly in a course for non-majors?
282. Share your ideas about professional development.
283. In your opinion, how should the workload of a faculty member be split and into what areas?
284. What changes have you brought to the teaching of \_\_\_\_\_?
285. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
286. What courses have you created or proposed in the past five years?
287. What do you think are the most important attributes of a good instructor?
288. Where would this position fit into your career development goals?
289. How do you define good teaching?
290. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
291. How do you feel your teaching style can serve our student population?
292. In what professional development activities have you been involved over the past few years?
293. What pedagogical changes do you see on the horizon in your discipline?
294. How would your background and experiences strengthen this academic department?
295. How do you adjust your style to the less motivated or under-prepared student?
296. What can you bring to the department that is uniquely yours?
297. What kind of techniques have you found, to be effective?
298. What indicators do you rely on to know if you are effective in in your teaching? What have your evaluations indicated both positive and negatively? How has that evaluation feedback changed your teaching style today?

### Research

299. Have you involved your students in your research?
300. What are your current research interests?
301. What are the most recent book and article that you've read?

### Communication/Collaboration

302. How well do you interact with your colleagues and what attribute do you bring to the department that will make a positive difference in this College?
303. How do you establish good relationships inside/outside the department/institution? Where might you have difficulties, and what ideas do you have for improvement?
304. If you had to convince a reluctant colleague to accept your approach to a particular project, what would you do? Or have you ever experienced a situation in which you had difficulties getting people to accept your ideas? What was your approach to handling these situations?

### **Diversity & Inclusion**

305. The University of Central Florida has a culturally diverse student population with varied academic backgrounds. A faculty member must appreciate and be willing to adapt his/her skills and strategies to cope with such a challenging environment. What are some qualities that prepare you to effectively teach in this kind of environment?
306. What is your experience in teaching students of diverse backgrounds? What methods have proven to be effective and what have you learned from the experience?
307. Describe strategies you have used to create an inclusive learning environment for your students.
308. Describe the most recent difficult situation you encountered in your class and how you handled it?

### **Service**

309. Where does institutional service fit in your role as a faculty member?
310. Describe what service activities mean to you as a faculty member.

### **Source Documents**

1. Latham, Gary. (2009). *Becoming the Evidence-Based Manager*. Boston, MA: Davies-Black.  
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<https://www.ucdmc.ucdavis.edu>
2. Search Committee: A Tool for Human Resource Professionals, Administrators, and Committee Members by Christopher D. Lee, Ph.D. SPHR, CUPA-HR
3. Society for Human Resources Management (SHRM) Job Interview Questions.  
<https://www.shrm.org/resourcesandtools/tools-and-samples/interview-questions/pages/default.aspx>