| 1. Provide an example of when you set expectations and monitored the performance of subordinates. What guidance and direction did you find most effective? |
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| 2. What factors do you consider when planning work schedules and assigning duties? Share an experience.  |
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| 3. In your experience, what is the key to developing a good team? (Look for how they build mutual trust, respect, and cooperation.)                        |
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| 4. Share an experience you had in dealing with a difficult person and how you handled the situation.   |
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| 5. Share an experience in which you successfully shared a difficult piece of information. (Make sure that the candidate has open lines of communication.)  |
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| 6. Tell me about a recent experience you've had working with your hands.   |
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| 7. Tell me how you organize, plan, and prioritize your work.   |
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| 8. Tell me about an experience in which you analyzed information and evaluated results to choose the best solution to a problem.                           |
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| 9. Share an example of a time you had to gather information from multiple sources. How did you determine which information was relevant?                   |
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| 10. Provide an example of a time when you successfully organized a diverse group of people to accomplish a task.   |
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| 11. Please share with me an example of how you helped coach or mentor someone. What improvements did you see in the person's knowledge or skills?          |
| Jou see in the person's knowledge of skins.  |
| 12. Please share an experience in which you presented to a group. What was the situation and how did it go?  |
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| 13. Provide an example of a time when you were able to demonstrate excellent listening skills. What was the situation and outcome?                         |
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| 14. Tell me about the last time you monitored or reviewed information and detected a problem. How did you respond?  |
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| 15. Share an example of when you went above and beyond the "call of duty". (Look for answers that show the candidate is dependable.)  |
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| 16. Tell me about the last time you oversaw the work of someone else. How did you effectively motivate, develop, and direct the worker(s)?  |
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| 17. Name a time when you identified strengths and weaknesses of alternative solutions to problems. What was the impact?   |
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| 18. How do you stay fit in order to perform physical activities that are required in the workplace?   |
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| 19. Share an experience in which you successfully coordinated with others. How about a coordination effort that was not as successful?  |
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| 20. Provide a time when you worked in a rapidly evolving workplace. How did you deal with the change? (Make sure the candidate is flexible.)  |
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| 21. Provide a time when you dealt calmly and effectively with a high-stress situation.  |
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| 22. Share an experience in which your willingness to lead or offer an opinion helped your company.  |
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| 23. Share an experience in which your diligence of inspecting equipment, structures, or materials helped you identify a problem or the cause of a problem.                              |
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| 24. How do you balance cooperation with others and independent thinking? Share an example. (Try to determine if the candidate has a cooperative attitude or is otherwise good-natured.) |
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| 25. Share an experience in which your attention to detail and thoroughness had an impact on your last company.  |
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| 26. Name a time when your patience was tested. How did you keep your emotions in check?   |

| 27. Share an experience when you applied new technology or information in your job. How did it help your company?   |
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| 28. Provide an example when your ethics were tested.  |
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| 29. Share a time when you willingly took on additional responsibilities or challenges. How did you successfully meet all of the demands of these responsibilities? (Make sure the candidate is a self-starter and can demonstrate some initiative.) |
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| 30. Provide an example of when you were persistent in the face of obstacles.  |
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| 31. Share an example of when you established and accomplished a goal that was personally challenging. What helped you succeed?  |
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| 32. Share an effective method you have used to review work and to ensure that it is performed properly.   |
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| 33. Provide an experience in which you effectively collaborated with workers and/or managers to resolve a problem.  |
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| 34. Give me an example of when you thought outside of the box. How did it help your employer?   |
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| 35. Provide an experience that demonstrates your ability to manage time effectively. What were the challenges and results?  |
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| 36. Describe an experience in which you identified the educational needs of your students and successfully developed a way to teach/train them.   |
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| 37. Share an experience in which personal connections to coworkers or others helped you to be successful in your work. (Make sure candidate works well with others.)  |
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| 38. Describe a time when you successfully persuaded another person to change his/her way of thinking or behavior.   |
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| 39. Provide an example when you were able to prevent a problem because you foresaw the reaction of another     |
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| person.  |
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| 40. What factors do you consider when estimating material, time, and staffing requirements for projects?       |
| Share an experience.   |
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| 41. Provide an experience in which you successfully evaluated employee performance and prepared                |
| performance appraisals.  |
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| 42. What factors do you consider when determining the loading sequences of freight?                            |
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| 43. Describe an experience in which your ability to work well with others and reconcile differences helped     |
| your company or employer. (Make sure the candidate knows how to negotiate.)                                    |
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| 44. Tell me about a time when you developed your own way of doing things or were self-motivated to finish      |
| an important task.   |
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| 45. Share an effective approach to working with a large amount of information/data. How has your approach      |
| affected your company?   |
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| 46. Provide a time when you were able to identify a complex problem, evaluate the options, and implement a     |
| solution. How did the solution benefit your employer?  |
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| 47. Please share an experience in which you successfully taught a difficult principle or concept. How were you |
| able to be successful?   |
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| 48. Name a time when your creativity or alternative thinking solved a problem in your workplace.               |
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| 49. Provide an experience in which you were sensitive to somone's needs or feelings. How did your              |
| helpfulness affect your work environment?  |
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| 50. What are some long-range objectives that you developed in your last job? What did you do to achieve        |
| them?  |
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| 51. Share an experience in which you effectively counseled an employee (on a topic such as career development).  |
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| 52. Tell me about a successful staff meeting with you conducted. What methods made you effective?  |
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| 53. What is the state of your work records and reports? What is something you would like to improve?   |
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| 54. Describe an experience in which you effectively balanced books and/or tracked, monitored, and projected budget needs. What methods made you successful?        |
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| 55. What have you found to be the best way to monitor the performance of your work and/or the work of others? Share a time when you had to take corrective action. |
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| 56. How would you rate your writing skills? (Ask for an example that demonstrates great writing skills.)   |
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| 57. Provide an experience in which you resolved a difficult personnel problem, complaint, or grievance.  |
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| 58. Share an experience in which you identified the training needs of a staff and provided instruction.  |
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| 59. Share an experience in which your ability to consider the costs or benefits of a potential action helped you choose the most appropriate action.               |
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| 60. Share an experience in which you inspected job sites to determine needed maintenance and repairs.  |
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| 61. Provide an experience in which your participation in the hiring process benefited your company.  |
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| 62. Would you consider analyzing data or information a strength? How so?   |
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| 63. Share an experience in which you effectively inventoried supplies and requisitioned/purchased additional items.  |
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| 64. Name a time when your advice to management led to an improvement in your company or otherwise helped your employer.  |

| 65. In your experience, what is the key to ensuring your company was compliant with all laws, regulations and |
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| standards that were applicable to your area of responsibility?  |
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| 66. What is the most challenging part of budgeting for you?   |
|   |
| 67. Share an experience in which you used new training skills, ideas, or a method to adapt to a new situation |
| or improve an ongoing one. (Look for the candidate's ability to learn.)                                       |
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| 68. What is the key to success when communicating with the public.  |
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| 69. Tell me about your qualifications for and your experience handling vehicles and/or mechanized             |
| equpiment.  |
|   |
| 70. Tell me about your last experience recruiting, interviewing, or hiring an employee. What techniques did   |
| you find most effective in finding the right person for the job?  |
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| 71. Provide an experience in which your ability to actively find ways to help people improved your company    |
| or your own work ethic.   |
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| 72. Share an experience in which your understanding of a current or upcoming problem helped your company      |
| to respond to the problem.  |
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