

Recruitment

Sample of Interview Questions



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Presentations

It can be useful in senior positions, or positions which involve presentations to clients, for the selection panel to request a short presentation from the candidate on a particular topic (5-10 minutes). This topic is provided to the candidate prior to interview so they have time to prepare, and may involve providing audio visual material. It is important to communicate the aims and the time frame for the presentation to the candidate.

Examples of presentation topics include:

1. The Vice-Chancellor has asked the Faculty/Service Centre to nominate two key performance indicators which can be included in next year's University Strategic Plan that would convincingly demonstrate that the Faculty/Service Centre strategic planning process is working. What two would you suggest and why?
2. What the candidate understands the role and responsibilities of the (position title) to be:
 - What they see as the key challenges and opportunities of the role in delivering a range of services to the University and Faculty;
 - What values, strengths and experiences they would bring to the role
3. What is your vision for a (state particular program) for a University? (include any type of program that applies to your position)
4. Provide the candidate with a policy statement and ask them to describe the key points of the policy statement which would be relevant to considerations by the Senior Executive Group of the University, providing advice on implications, strategies and outcomes.
5. If the position involves developing a program:
 - If you were asked to design such a program, what characteristics do you think it should have? How would you go about designing and getting approval for such a program? What barriers do you think you might encounter in putting forward such a plan? What would you do to resolve any problems you encountered?
6. If the position involves any issues/conflict between customers and service providers:
 - If you were the head of the Centre how would you attempt to resolve such difficulties? What action would you take if the people involved continued to be involved in conflict despite your actions? What sort of factors would you take into account in dealing with such an issue?
7. Provide the candidate with data surrounding income and expenditure, student and staff profiles, research profile, forward planning.
 - Based on the data provided and general information you are able to research:
 1. What opportunities and vulnerabilities over the next three years can you identify
 2. What additional information would you need to collect in order to be able to make confident 3 year projections on undergraduate numbers? Postgraduate numbers? Staff numbers?
8. Provide the candidate with a key issue facing the department (E.g.: improving professional staff communication). Ask the candidate to consider this issue and suggest a plan for addressing it.

Introduction Questions

- Why have you applied for the position? What attracted you to this position?
- What skills do you think you can bring to this position?
- What would you describe as your strongest/weakest skills?
- What do you understand the role and responsibilities of the (position title) to be?
- What do you see as being the key challenges and opportunities of the role in delivering a range of services for the University and Faculty/Service Centre?
- What would be your major priorities in the first few weeks in the position?
- Why are you the best person for the job?
- Anything to add in support of your application?
- How does this position fit in with your career plans and do you have a leaning towards a particular area (if role includes various components).
- Describe an example of when you worked the hardest and felt the greatest sense of achievement?
- What do you like most about your current position?
- What do you like least about your current position?

ECU Values-Orientated Questions

Respect

- Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?
- Tell me about a time when you needed to give feedback to an employee with emotional or sensitive problems. Was the outcome?
- Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.
- Describe a situation in which your actions verified that you are concerned about the welfare, dignity, and feelings of others.
- Tell me about the most difficult or frustrating individual with whom you've ever had to work, and how you managed to work with him or her.
- Describe a situation in which you had a conflict with another person and how you resolved it.
- Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?
- Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.
- Give me an example of a time when you optimized the unique contributions of each of your colleagues.
- What have been the most challenging situations you have faced while working in a diverse community?
- In what ways have you integrated multicultural issues as part of your professional development?
- Tell me about a time when you had to work with someone who had very different ideas and opinions than you. What happened in the situation? Were you able to overcome your differences?
- Give me an example of when you successfully supervised a diverse group of people in achieving a difficult goal. What skills did you use? What did you learn?
- Talk us through how you have worked with people under your supervision to foster climates receptive to diversity in the workplace?
- Provide an example when you had to adapt to a wide variety of people by understanding their perspectives.
- What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?

Personal Excellence

- What does personal excellence mean to you?
- Describe a time when you have exceeded expectations of yourself (or your Manager).
- Provide an example of a challenging situation that you have overcome and how you did this.
- Describe how you strive for excellence in your professional life.
- How do you maintain up-to-date knowledge in your industry?
- Describe when and where you are able to demonstrate your willingness to learn.
- Describe a personal and professional goal and how you will endeavour to reach this.

Rational Inquiry

- Describe what motivates you.
- Tell me about a time when you have provided research to support an idea/argument.
- How do you make decisions when there are two comparable outcomes?
- Describe your research techniques.
- When have you relied on an evidenced-based decision in your career?

Integrity

- What conflicts of interest have you experienced or could you experience in your present role? How have you/would you resolve these?
- When did you last prevent someone at work from doing something that you felt to be wrong? Why was it wrong? How frequently do you do this?
- What are some important personal standards in your present organisation?
 - What do you do to support these?
- What sort of things might make you feel guilty at work? When have you experienced this?
- When have you taken a stand against a group on what you felt to be a matter of principle?
- Discuss a time when your integrity was challenged. What was the situation and how did you handle it?
- Describe an ethical dilemma which you've had to face during your career. How did you resolve the issue?
- Tell me about a time when you had to make an unpopular decision.
- Give a specific example of how you have demonstrated integrity.
- Tell me about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.
- Tell me about a tough decision you made. What steps, thought processes, and considerations did you take to make an objective decision?

Demonstration of Skills / Ability / Personal Attributes

Interpersonal Skills

- As you can see from the Position Description, this position requires liaison with staff at different levels of seniority. Can you describe a time when you have had to liaise with staff at different levels, what the project was, how you handled this, and what the outcome was?
- What skills do you believe are important for dealing effectively with customers? Describe an example when you displayed/utilised these skills. What was the result?
- Please describe a situation where you chose to involve others to help solve a problem. What was the problem and how did your action help?
- How do you go about developing rapport with stakeholders (e.g. students, colleagues)?
- We all work at times with people whom are hard to get along with. Tell me about a time when you found yourself having to work with a particularly difficult person. How did you handle it?
- Have you ever had to persuade someone to accept your point of view or proposal? Can you give an example of how you did so?
- What steps do you take to ensure clients comprehend the information provided by you?
- Can you tell us an example of when you had to provide an *instant* response which required you to think on your feet in a situation that really counted?
- In this role, relationships internally and externally will be vital. Describe how you go about establishing and building relationships and any differences in style that may be required for different client groups. Why?
- In implementing a strategy, some areas of the University may have some strategies in place already, but others will not. Describe some examples of how you have created buy in from a reluctant group or from a *green field site*.
- What experience have you had in developing and/or delivering a training program?

Confidentiality

- The position calls for confidentiality to be maintained at all times. Can you describe a situation when confidentiality was threatened, and how you overcame this? (If not, what measures do you take to maintain confidentiality).

Attention to Detail

- Take us through the steps that you use to ensure that your work is as accurate as possible.
- We'd like to hear about the way you ensure close attention to detail in your work. What sort of checks and balances do you utilise to ensure accuracy in your written work and in data entry?

Computer Literacy

- What computer systems do you / have you dealt with in previous roles? What systems would you use on a day to day basis? Are there any systems you would like further development in?
- What software packages do you use and how often do you use them? Describe your level of expertise with each of the packages and the tasks you complete with each."

Problem Solving

- Give an example of a complex problem that you have resolved. What happened? What was the result?
- Describe a situation where you have had to source information for a client. What avenues did you take to find the information?
- Describe how you approached a particularly challenging or difficult problem you had to solve. What did you do? How did you do it?
- The area this position is located constitute a small team, but with that said, individuals are required to be proactive. Can you think of an occasion when you've taken the lead on an issue, or problem and what was the outcome?
- Describe your experience in coordinating the efforts of different organizational units or people. What sorts of problems did you encounter? How did you deal with them?

Planning and Organisation

- Describe a situation where you have had competing demands placed on you. How did you deal with the situation so all parties were satisfied? What was the outcome?
- Please describe any significant projects, ideas etc. you have conceived within the past year. Were they used? Did they work? How did you know they were needed and would work?
- Have you planned a large meeting? Walk me through the steps you took? What was the outcome?
- Did you develop your unit's operational plans or goals? How did you go about doing this? How useful are they on a day-to-day basis?
- Can you walk us through a major project you have been responsible for and tell us how you planned the activities and how the schedule worked out?
- Have you ever had to plan, implement and evaluate a project from start to finish? Could you describe it and your role? Would you do anything differently the next time?

Time Management

- How do you determine priority in competing demands?
- Can you walk us through a major project you have been responsible for and tell us how you planned the activities and how the schedule worked out?
- How do you determine what constitutes top priorities in scheduling your time? Give examples.
- Take us through the steps that you use to ensure that your work is as accurate as possible?
- Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?

Information Provision / Advice / Communication

- Describe a situation where you have had to clarify a rule or policy for a client.
- Describe a situation where you have had to develop policy information. What was the policy, what was your role, what was developed? (Separate questions)
- What examples can you offer of instances where you have drafted correspondence, minutes or reports?
- Have you ever written any policies/procedures for use by your own organisation? Which ones have been the most difficult to complete? Please explain.
- What are some of the most important reports you have written? What reactions did they get? How hard were they to write and why?
- What are some of the biggest or most demanding groups you have made presentations to? How do you alter your presentations to fit the required audience?
- What have been the most complex policy/procedure interpretations you have explained to others?
- What reports have you recently prepared that were the most challenging and why.
- What are some of the most important reports you have written? What reactions did they get? How hard were they to write and why?
- The ability to communicate an unpopular decision is always difficult, especially when you do not personally agree with the decision. When have you had to do this and what was the outcome?
- Describe any significant projects, ideas etc. you have conceived within the past year. How did you know they were needed and would work? Were they used? Did they work?
- What kinds of guidelines/procedures have you written? Do you have any rules that you follow in writing these? What are they? How do you implement them?
- What measures do you have for monitoring client/customer feedback?
- Would you say that you are most effective in communicating face-to-face, by telephone, or in written form? Tell me about why you consider yourself to be most effective in this area and describe a situation that illustrates this.

Health and Safety

- In your past roles, have you ever noticed a process or task that was being done unsafely? How did you come to notice it and what did you do to resolve the issue?
- How do you keep up to date with information and policy in relation to Health and Safety?
- Describe a safety issue that has been presented to you and how you dealt with the issue. What was the outcome?
- Can you please describe your experience with managing an employee with a medical condition that affects their work performance. Have you ever managed a work performance issue that had more than one contributing factor (eg. medical issues, unsatisfactory performance, allegations of bullying or misconduct?) If so, please explain how you managed this matter. What was the outcome?

Analysis and Judgement

- Tell me about a difficult decision that you've recently had to make at work. What was the situation and in what way was the decision difficult? What alternatives did you consider and how did you weigh them up? What was the outcome of your decision?
- Have you ever made a decision that affected a department other than your own? What was the situation? What was the outcome?
- How do events in your department affect other parts of the organisation? Give examples.
- Give an example of a good decision you have made in the last six months. What were the alternatives? Why was it a good decision?
- Tell me about a time when you had to analyse information and make a recommendation. What was your reasoning? What kind of thought process did you go through?

Adaptability

- Tell us about some situations in which you have had to adjust quickly to changes in organisational priorities? What was the impact of the change on you?
- Tell us about a time in your job at ___ where you had to abruptly change what you were doing. What did you do? How did it affect you?
- Describe a situation in which your initial attempts to gain someone's support or cooperation failed. Did you try again? What approach did you use the second time?
- It seems there is a great deal of difference between working for ___ and ___. Can you tell us about those differences? Did they present problems for you? How did you overcome these problems?
- There are times when we are all faced with implementing a policy decision, which might lie outside our personal comfort levels or might be in conflict with our values. Please describe a time when this has happened to you, how did you handle it and what, with hindsight, would you do differently?
- Describe a time when you have been trying to do something and have come up against difficulties because of policies and procedures. What did you do and how did you bend the rules? What was the outcome and would you do this again?
- What changes have you experienced in your current position, which have you embraced and why?
- Give me a recent example of a stressful situation on the job. What happened? How did you handle it?
- Unexpected changes can disrupt progress of a work task/project. Tell me about a time when this happened to you and explain what you did. What was the outcome?
- Tell me about a time when you were working on an important task/project and the parameters (scope, timeframe, specifications) changed significantly and suddenly. What did you do? What were the results?
- In times of turbulent change, it is important to remain positive about changes being introduced. Give an example of how you have been able to promote positive thinking about the upside of change rather than dwelling on the negatives. What was the situation and how did you remain focused on the positive? What was the outcome?

Initiative and Motivation

- Describe any new ideas and suggestions you have made to your supervisor in the last six months, which were accepted. What prompted the proposed idea? How did you get them accepted? What were they?
- Give an example of a project or idea you have taken on in spite of considerable opposition or organisational constraint.
- Can you tell us about a time when you've recognised and seized an opportunity? What was it, what was the process and result?
- Please describe any significant projects, ideas etc. you have conceived within the past year. Where they used? Did they work? How did you know they were needed and would work?
- Describe a situation in which you recognized a potential problem as an opportunity. What did you do?
- Tell me about a time when you were bored on-the-job. What did you do to make your job more interesting? What discourages you from wanting to do a good job?
- Tell me about a time when you went above and beyond the call of duty to get the job done.
 - Were your efforts recognized?
 - By whom and how?
 - How did that make you feel?
- Give me an example of a time when you took ownership of a situation.
 - What was the result of you stepping up to the challenge?
 - What could have happened if you did not take ownership?

Results Orientated and Self Motivated

- Describe one of the most challenging assignments you have had. How did you handle it? What problems did you encounter and how did you overcome them?
- Describe a situation in which you took immediate action when faced with an unforeseen emergency.
- What are your personal objectives for this year and how have you made sure that you attain them?
- Tell me about a time when you have made a decision that hasn't turned out as you had hoped.
- What would your manager say your greatest contributions at work were?
- Describe a process that you put into place in your current job that has helped your team move forward.

Relationship Management

- Getting people from outside your work area to cooperate often requires them to commit time for your benefit. Tell me about a time when you asked someone outside of your work area to do this. What was the situation? What did you say to gain their cooperation? What was the outcome?
- Tell me about a time when you had to resolve a contentious issue with a colleague. What was the issue and why was it contentious? How did you ensure the relationship did not suffer? What was outcome?
- Can you think of a time when you were required to partner with someone from another area on an important project whose goals and objectives were quite different from your own? How did you go about managing the relationship? What was the outcome?
- We often have to work in collaboration with other people, either internal or external to our organisation, on projects or assignments. Can you tell me about a time when you have had to do this? What was the situation? Was it an effective working relationship? What made it effective/ineffective?
- What, in your opinion, are the key ingredients in building and maintaining successful business relationships? Give me examples of how you have made this work for you.

Conflict management

- We all have different ways of doing our work. We also have different communication styles, cultural backgrounds and work experiences. Tell me about a time when you had a disagreement with a coworker or your supervisor and how you handled the situation. Reflecting on the situation, is there something you wish you had done differently?
- Tell me about a conflict situation, in the workplace, that you handled well. Conversely, tell me about a conflict situation, in the workplace, that you did not handle well.
- Who are/were your internal customers? Describe a problem you encountered where you saw the situation very differently than the other person.

Service Orientation

- Describe your customer service philosophy. For example:
 - *"My philosophy is to take personal responsibility for developing a positive relationship and providing a good experience for each customer by giving efficient, accurate and prompt service, by listening to and understanding the customer's needs, by meeting or exceeding these needs and by meeting my commitments, keeping my promises and taking ownership of my mistakes."*
- What constitutes exceptional customer service in your opinion?
- How would a customer describe your service? Give me an actual example of something you have done to satisfy a customer's desire. How did you handle the situation? Reflecting on the situation, should you have handled the situation differently? If so, how?
- Describe a time when you had to deal with an especially difficult customer situation. How did you handle the situation? Reflecting on the situation, should you have handled the situation differently? If so, how?
- Have you ever declined a customer request? Explain the reasons behind your decision?
- Have you ever experienced poor customer service either by a co-worker or as a customer yourself? What did it look like, how did it make you feel and what lesson did you take away from the experience?

Targeted Behaviour

| X / ✓ | Targeted Behaviour (What It Looks Like) |
|-------|--|
| | First impression the customer gets of the business should be positive. Consider aspects such as accessibility, layout, cleanliness, offer of help from personnel. Alternatively the initial impression the customer gets over the phone must be good - how quickly is the call picked up, is the customer helped and directed correctly? |
| | Ease of access and response from online customer service requests |
| | Accurately finding out the customer's needs by listening properly and asking the right questions. Paying close attention to what the customer is saying to make sure you receive the right message is key. |
| | Ability to meet the customer needs efficiently and solving the customer's problem by having good product or service knowledge, enough information and a positive attitude is core to customer service. |
| | Willingness to provide proper attention to complaints and dealing with them appropriately. Good customer service should be offered with politeness, respect and understanding. It is about attending to customer concerns promptly and accurately. |
| | Commitment to keep to deadlines or delivery dates is essential. Ensuring that the product or service is delivered when promised or the problem addressed by the agreed deadline and following up with the customer to ensure satisfaction results in a happy customer. |
| | Good customer service is more than just a friendly smile and an offer of help - every aspect of the customer's experience should be included. It is about taking the extra step, making the extra effort at every customer touch-point. |
| | Can handle all types of customers, is not intimidated by aggressive negative behaviours, stays calm and separate's their attitude from the issues involved. |
| | Measures of Customer Service can include: <i>number of repeat customers; customer satisfaction surveys; number and type of customer complaints received; number of new customers; number of referrals given by current customers; sales figures; the number of returns; and benchmarking service with competitors</i> |

Influence/persuasion

- Tell me about a recent situation in which you were able to get management to accept one of your ideas.
- Tell me about a decision you have made which affected other departments. How did you alert them?
- What are some recent examples of things you have done to foster creativity in your group?
- Tell me about a problem you encountered when old solutions didn't work and what you did about it?
- Tell me about a major challenge that you have undertaken within the last year. How did you handle it?
- What is the most difficult project/program you had to manage?
- Describe how you helped develop someone else's career. What was your role?
- What skills do you consider essential in the management of people? Describe your management style.
- There are always times when someone doesn't agree with one of our decisions. Tell me about a decision like this and how you convinced others to accept it.
- Tell me about a difficult meeting in which you had to gain someone's agreement with or commitment to an idea or plan. Why was the meeting so difficult? How did you approach it? What was the outcome?
- Tell me about a time when you needed to persuade a person on your team to change his or her mind about an important issue. What did you do? What was the outcome?
- Often we need to sell the benefits of a particular project or plan before it has any chance of getting off the ground. Describe a time when you had to demonstrate the benefits of a plan or idea to gain someone's commitment. How did you approach this and how effective were you?

Quality Focus

- Describe a time when you identified an error or problem that had escaped others' attention. What was the mistake and how did you pick it up? What was the outcome?
- We've all had times when we've been too busy to check all the details of a task or project. Tell me about a time when this happened to you and some errors were made. What was the situation? At what point did you realise there was a mistake? What steps did you take to correct it? What was the outcome?
- Tell me about a time when you found errors or poor quality in the work of others. How did you discover the errors? What did you do? How did it turn out?
- How do you define quality?
- Tell me how your peers would rate the quality of your work?
- Describe a time when your decision was changed by someone, what made you change your mind?
- How would you handle the situation where a staff member of yours addresses an error they have made.

Planning/organizing/priority setting

- How do you keep track of matters requiring your attention?
- What do you want out of your career short-range? Long range?
- How are you capitalizing on your strengths?
- What methods do you use to keep track of your activities and results?
- How do you determine priorities in scheduling your time? Give me an example of a time when you had to do many things at once.
- Tell me about a time when a coworker did not report to work and you had to take on extra duties to help out in the absence of the coworker.
- Have you ever been in a position where you worked for more than one manager?
- Tell me about a time when you were asked to complete more work that was reasonable during your workday. How did you handle the situation?
- Give me a recent example of a time when you needed to juggle two very important tasks at the one time. What were the tasks and why were they both so important? What did you do? What was the result? What did you learn from the experience?
- Tell me about a time when you successfully completed a project on time, within budget and to standards. What was the project? How did you approach it? What feedback did you receive?
- Despite our best efforts, we all have times where, for one reason or another, we're unable to meet a deadline or complete a task.
- Tell me about a time where you were not able to complete a task or project by the due date. What was the task or project? At what point did you realise you weren't going to make the deadline? What did you do? What was the outcome?
- Tell me about a time recently where you completed a project despite distractions. What steps did you take to ensure you remained on track and focused? What was the result?
- When working on projects, we often encounter obstacles. Tell me about a recent project you worked on where you encountered a major obstacle. What did you do to get around that obstacle? What was the outcome?

Adaptability

- Tell me about a time you had to work on several projects at once. How did you handle this?
- Describe something you did in your last job that showed your ability to be flexible.
- What changes have you experienced in your current position, which have you embraced and why?
- Give me a recent example of a stressful situation on the job. What happened? How did you handle it?
- Unexpected changes can disrupt progress of a work task/project. Tell me about a time when this happened to you and explain what you did. What was the outcome?
- Tell me about a time when you were working on an important task/project and the parameters (scope, timeframe, specifications) changed significantly and suddenly. What did you do? What were the results?

- In times of turbulent change, it is important to remain positive about changes being introduced. Give an example of how you have been able to promote positive thinking about the upside of change rather than dwelling on the negatives. What was the situation and how did you remain focused on the positive? What was the outcome?

Innovation, Improvement Focus and Problem solving skills

- Do you consider yourself to be a proactive person? Give me an example of a time when you were proactive in solving a small problem before it turned into a major problem.
- How have you used creativity to solve a problem? Tell me about a specific instance.
- Tell me about the most frustrating work experience you have ever faced. How did you deal with the situation? What steps did you take to improve the situation?
- Tell me about a time when you encountered a problem and your supervisor was not available to help you. How did you handle the problem? How did that make you feel?
- Walk me through a difficult/complex problem/project you encountered. How did you decide what to do first? What information did you need? What obstacles did you face? Which ones were you able to overcome? Where did you have to ask for help? What did you do?
- Tell me about a time when you had to shift your plan of attack. How did you make the decision to change? What/who influenced you?
- We often have to make changes when the way we've been doing things is no longer effective. Tell me about a time when you had to change your approach to completing a specific task. What did you do? How did you figure out a better approach? What were the results?
- Give me an example of when you have taken steps to make your job easier or more efficient. What did you do? What types of things did you implement? What was the outcome?
- What would be the most recent change or improvement you initiated at work? What was it? Why and how did you do it? What was the outcome or impact?
- Give me an example of where you have done something differently to improve your organisation's processes or way of doing things. What process needed to change and why? How did you approach it and how did you know your improvements would work? What was the outcome?

Leadership

- Please describe an example from your previous work experience where you have been required to demonstrate leadership and direction to staff you have managed. What steps did you take and what were the outcomes that demonstrated your leadership?
- Describe some examples of strategic planning and budgeting that you have undertaken in previous roles. What is the largest budget you have managed? How do you determine priorities if the allocation of resources is insufficient to carry out all functions in your area of management responsibility?
- What experience have you had in developing and managing a major organisational unit operational plan or budget?
- What experience do you have in managing large and complex projects?
- Describe strategies you have or would employ to achieve outcomes for a new initiative where you do not have direct control of resources.
- Can you describe a situation where you have been asked to provide strategic policy advice to your manager? What was involved and what was the outcome?
- What strategies might you use in this position to ensure that the relationships with Faculties and Service Centre's are optimal?
- Can you describe a situation where you have had to make a decision that involved a high degree of risk? How did it turn out?
- How do you successfully manage change in an environment where there may be some resistance to different approaches to work or particular tasks from some staff?
- Describe the characteristics of a good quality assurance system for a University. What approach would you recommend for the preparation of a portfolio submission to AUQA?
- Tell us some of the toughest groups you have had to get cooperation from. Did you have any formal authority? What did you do and what was the result?
- Tell us about a new policy or new idea you recently implemented that was considerably different from the standard procedure. What approach did you take to get your employees to go along with it? What was the result?
- Have you ever led task forces, committees or groups that did not report to you but from whom you had to get work? What did you do to get what you wanted from the group? What were the satisfactions and disappointments?
- Managing resources successfully in straitened times requires innovation. We are interested in an example of how you may have re-engineered activities to achieve better outcomes and/or efficiencies and particularly how you may have employed (information technology/other staff) in this process.
- Have you ever had problems in getting your subordinates/clients to accept your ideas of department goals?
- Give us some examples of when your ideas were strongly opposed in a discussion. How did you react?
- In any positions of leadership you have held, what form of reporting have you used to monitor the progress of your staff in achieving departmental goals and objectives?

- Give me an example of a time in which you feel you were able to build motivation in your co-workers or subordinates at work.
- What have been some recent responsibilities you have taken on in your role as ____, why did you assume these responsibilities?
- Describe a situation when you have included subordinates in your decision making. To what extent did you incorporate their input?
- Do you have any methods to keep informed of what is going on in your area of supervision? What are they?
- How do you set objectives for the year? What do you do to see that they are reached? How are they progressing?
- Every manager has problems where his/her work unit and staff are not as committed to the organisation's vision as you would like. Can you give an example of when your work unit experienced this problem? (Various questions: How did the lack of commitment manifest itself? Cause of it?, Who identified it?, How did you deal with it?, How did your staff react?, Were they consulted?, The result?, Are you satisfied with the result?, What would you do differently next time?, What have you learned from this? What have you put in place to prevent it from happening again?)
- Please describe an example of where you have been required to demonstrate leadership and direction in (*state particular issue applying to your position*) across an organisation.
- If you had to describe your management style, what would it be?

Managing Employees

- Have you ever had to deal with a difficult staffing problem? If so, what was the problem, how did you go about resolving it and what was the outcome?
- How do you keep your employees informed of what is going on in the organisation? How frequently do you do this? What do you do in preparation?
- Give some examples of how you have turned around someone's performance from previously under-performing to a positive outcome— how did you do it and what was the result?
- What recent problems have you had in which you included your subordinates in arriving at solutions or approaches? What approach did you take to get them to accomplish the task?
- It is often difficult to sell new ideas to staff who often feel threatened by the idea of change. How do you personally handle change and how do you help your staff to adjust?
- What procedures do you use for evaluation of subordinate's performance?
- Part of this role will be the ongoing development of your employees. What experience do you have in this or how would you go about ensuring that staff are provided with the ongoing development and support required?

Teamwork

- What do you see as important in being a good team member?
- What have been your greatest achievements since being in your current role in your existing team?
- What kinds of things do you have to consider when working in a group/team? Use a recent job experience to describe this.
- Give us an example of when you have had to work with others to get a job done. What were some of the difficulties? What were the advantages?
- With what other departments do you frequently interface in your current job?
- Give an example of how you have fostered cooperation and teamwork within a team you have either managed or been a member of. What was it? What was the result?
- Have you had the experience where one team member was not pulling their weight, or there was a personality clash? How did you handle the situation?
- Give me an example of the toughest groups you have had to get cooperation from, describe the outcome of the issue and how you handled the whole process.
- How much independence do you have in your current role? How do you foster independence in your team members/subordinates?
- Can you give an example of when you have worked with others to achieve a successful outcome?
- Describe an occasion when you included employees in your decision making. To what extent did you incorporate their input?
- As mentioned, working in a small team will be an important aspect of this role. Has there been a time when you've worked as part of a team to achieve an outcome? Tell us about your role in the team and what you'd see as the central elements to a team's success.
- Give me an example of a time when you worked as part of a team to achieve a challenging goal or objective. What was the situation and what made the goal so challenging? How did you approach it and what was the outcome?
- Effective working relationships are often built on cooperation and collaboration. Tell me about a time when you have worked collaboratively with someone in order to bring about a successful outcome within the workplace. What kinds of things did you do?
- Sometimes we have to work with people who have different ideas to us about how best to approach a given task or assignment. Have you ever been in this situation? How did you handle it? What was the outcome?
- Give me an example of a time when you were working jointly on a project with a number of other stakeholders. When differences of opinion arose, how did you go about resolving them? What was the outcome?
- Tell me about a time when you've gone out of your way to help a colleague or team mate. What was the situation and why did the other person need help? How did you approach it and what was the outcome?

Learning and Teaching

- Describe for me a time when you have designed a new course. What was the subject? How did you approach this and what underlying principles did you apply? What feedback did you receive from students or peers on the course content? Give me an example of a situation in which you have applied your teaching philosophy to a course you designed. What was the course? What is your teaching philosophy and how did you apply it? What was the feedback from students or peers on the course content?
- Describe for me a time when you had to deal with a difficult student. What was the situation? How did you handle it? What was the outcome?
- Tell me about a course you delivered where you received very positive feedback from students. What was the course? How did you approach it? What feedback did you receive and what do you think "made the difference" in terms of the impact of your teaching style and approach?
- Give me an example of a time when you needed to actively manage a HDR student to ensure he or she submitted on time. What was the situation? What additional support or coaching did you provide? What was the outcome?
- Can you provide an example of a time when you dealt with an international student needing additional support or assistance? What was the situation? What type of support did you provide? What was the outcome?
- Describe a time when a student was experiencing difficulty in achieving good results, how did you approach this situation, what was the outcome?
- What steps do you take to actively engage your students?
- Describe for me a course you have designed or delivered that was particularly student-centred. What was the course? In what ways was it student centred? What feedback did you receive from students? What did you learn from the experience?
- The following are best practice requirements from the Association of Commonwealth Universities in relation to recruitment and good teaching practices. Demonstrating evidence of the following:
 - Teaching skills
 - commitment to curriculum development
 - design of effective course material
 - experience in assessing learning
 - participation in appropriate professional activities and research related to teaching
 - engagement in the professional development of teaching, e.g. attending conferences
 - enhancing learning by linking teaching with research

Research

- Tell me about a research project you completed in the past. Give me examples of how you would apply the skills used in that project to the requirements of this position?
- Provide an example of a time when you successfully applied for a large research grant. What was the situation? How did you approach your application and what steps did you take to ensure your success? What was the outcome?
- Give an example of a time when you have collaborated with a peer on a research project. What was the research project? Who initiated the collaboration and how did you share the workload? What was the outcome?
- What are your future research plans?
- What are your future publication plans?
- Describe a situation in which you actively included your first or second year students in your research. What was the research? How did you involve the students? What research activities did they conduct? What was the outcome?

Community Engagement

- Tell me about a time when you made a significant contribution to your department through your community engagement activities. What was the activity? In what way did you contribute and how did you ensure that your department benefited from your involvement? What was the outcome?
- What community engagement activities are you currently involved in?
- Describe a time when you made an active contribution to a working party within your department. What was the working party? How did you become involved? What role did you play? What was the impact of this?
- Give me an example of a time when not everyone on a working party or committee was 'pulling their weight'. What was the working party or committee? What was your involvement? In what ways were others not doing their 'fair share'? What steps did you take to address this? What was the outcome?

Interview Questions to Avoid

Carefully consider your choice of questions and how questions are worded. People conducting interviews should ask questions that are only relevant to the skills, abilities, experience and knowledge required for the position. State and Federal legislation prohibits discrimination in determining who should be offered employment. In simple terms discrimination refers to treating a person with an identified attribute or personal characteristic less favourably than a person who does not have the attribute, or creating conditions which indirectly discriminate against those who do not have the particular attribute. Grounds for unlawful discrimination include:

- **Breastfeeding** – being asked not to feed, or to use other facilities to breast or bottle feed
- **Family responsibility** – having a caring role
- **Family status** – being a relative of a particular person or having the status of being a particular relative
- **Fines enforcement registrar's website** – publication of relevant details
- **Gender history** – having reassigned gender as certified under the Gender Reassignment Act 2000
- **Impairment** – having a physical, intellectual or mental disability that is current, past or imputed
- **Marital status** – being single, married, a de facto partner, separated, divorced or widowed
- **Political conviction** – including a lack of conviction
- **Pregnancy** – being pregnant, having a characteristic associated with pregnancy or generally imputed to persons who are pregnant.
- **Race** – including colour, ethnicity or national origin or descent
- **Religious conviction** – including a lack of conviction
- **Sex** – being a man or woman
- **Sexual orientation** – including heterosexuality, homosexuality, lesbianism, bisexuality or assumed sexual orientation.
- **Spent conviction** – the Commission can investigate discrimination on the ground of spent convictions under the *Spent Convictions Act 1988*.

Discrimination can also include:

- **Racial harassment** – including offensive or insulting comments or other behaviour about a person's colour, ethnic background or origin
- **Sexual harassment** – including unwelcome requests for sexual favours, touching and comments about a person's private relationships

Examples of questions which generally should **NOT** be asked in an interview include the following:

- How old are you? What is your date of birth?
- What is your race or ethnic origin? Do you speak English at home?
- How many sick days did you take last year?
- Are you married? What is your maiden name? What is your spouse's name?
- Do you reside with another person? Are you gay?
- Do you have any children? Who cares for them while you are working? Are you planning on having children soon?
- Do you have a disability?
- Which church do you attend? What is your religion?

Acceptable Alternative Questions

There will be circumstances in which information will be required in order to determine whether the candidate will be able to perform the job. In these circumstances consider re-phrasing questions, examples are as follows:

- This role requires travel 50 per cent of the time. Can you meet this requirement?
- You may be required to travel with your manager. Does this present any problems?
- This job requires interstate travel, are you able to spend time away?
- This job requires some lifting and/or sitting at a workstation. Are there any restrictions that may impact your ability to perform duties of this nature?
- Is there anything in your personal circumstances which may affect your ability to carry out the inherent requirements of the job?