

PACE'S CORE COMPETENCIES AND EXAMPLE QUESTIONS

ACCOUNTABILITY

Description:

- Accepts responsibility for consequences of own actions.
- Takes initiative to perform job duties, fulfill responsibilities, and meet performance goals.
- Results driven; persists despite obstacles and setbacks.
- Follows through on tasks and assignments.

Sample Behavioral Interview Questions:

- Describe a time when you learned a new task or responsibility on your own. What steps did you take to achieve this?
- Tell me about a time when you had more to do than you could accomplish on an ongoing basis. How did you prioritize your work? What strategies did you use to keep up with the pace?
- Tell me about a time when you did not perform to expectations. What did you do as a result? What lessons did you learn? How did you apply that knowledge?
- Tell me about a time you took proactive action to stop a potential problem. How did you ensure that the problem was averted? What was the result?
- Describe a time when you had to overcome an obstacle to meet job expectations. How did you approach the situation, and what was the outcome?

SERVICE FOCUS

Description:

- Develops productive working relationships with coworkers, faculty, staff, administrators, and others such as independent contractors.
- Identifies and meets the needs of students, students' families, guests and visitors, and University faculty and staff, as appropriate.
- Responds to requests for assistance or information in a timely manner.

Sample Behavioral Interview Questions:

- Describe a situation when a customer/client made very high demands on you (e.g., time constraints, quality of work). How did you deal with the situation, and how did the customer/client respond?
- Give me an example of a misunderstanding with a customer/client. What was the nature of the misunderstanding? How did you resolve it?
- Describe methods you use to develop a relationship with a customer/client. Are they effective? Give me an example.
- Define what customer service means to you.
- Tell me about a time when you had to say no to a customer/client. What was their reaction? How did you respond to their concerns, and what was the outcome?
- Describe a time when you went over and beyond your regular job responsibilities to meet the needs of a customer/client. Why did you do this? What was the customer/client's reaction?

CONTINUOUS IMPROVEMENT FOCUS

Description:

- Identifies ineffective procedures and takes appropriate action to improve the effectiveness of such procedures.
- Takes initiative to address and resolve problems.
- Accepts additional responsibility to meet the changing needs of the workplace.

Sample Behavioral Interview Questions:

- Give me an example of a time when you were innovative.
- Describe a time when you identified an ineffective procedure or process in the workplace. What actions did you take to improve these procedures? What was the outcome?
- Tell me about a time when you took on additional responsibilities to meet the changing needs of your workplace.
- Describe a situation where you conceived and implemented a new or improved way of meeting departmental needs and solving problems.

RESPECTFUL

Description:

- Acts courteously and professionally in all interactions.
- Demonstrates cultural awareness and sensitivity in all interactions.
- Acts without bias in all interactions.

Sample Behavioral Interview Questions:

- Can you tell me about a time when you needed to act professionally towards a colleague or customer even when the circumstances made it difficult? How challenging was it?
- Tell me about a time when you inadvertently disrespected a colleague. How did you handle the situation? What was the outcome?

STRONG COMMUNICATION

Description:

- Effectively communicates orally and in writing, that is, communications are well organized, clear, and appropriate for the intended audience.
- Uses technology (such as voicemail, email, and videoconferencing) effectively in communications.

- Requests clarification to ensure understanding of others' communication.

Sample Behavioral Interview Questions:

- Explain some ways in which you have used technology (such as email, video conferencing, and webinars) in your day-to-day communications at work.
- Describe a time when you needed clarification regarding a colleague's communication. How did you go about resolving this issue?
- Tell me some ways in which you communicate at work, both orally and in writing? Are you successful at getting your message communicated? How do you know?
- Describe a time when you had to give a presentation to an audience that disagreed with some of the information you were communicating. What was the audience's reaction? How did you respond to any disagreement or challenging comments?
- Describe your preferred communication style (i.e., email, person-to-person). Why do you favor this mode of communication?

CONTINUOUS LEARNER

Description:

- Deals constructively with own mistakes and failures.
- Adapts appropriately to new situations.
- Solicits performance feedback and takes appropriate action to correct deficiencies.

Sample Behavioral Interview Questions:

- Give me an example of a time when you've received constructive performance feedback. How did you respond?
- Tell me about a time when you made what you consider a mistake or bad decision on the job. How did you handle this situation?
- Describe a time when you encountered a situation at work that was new to you. What was your reaction? How did you alter your behavior in response to the unfamiliar circumstances?
- Tell me some ways in which you seek professional development opportunities. Can you

describe some recent accomplishments?

MANAGES PERFORMANCE

Description:

- Effectively communicates to staff the expectations for the performance of their job duties and responsibilities.
- On an ongoing basis, monitors performance of staff and provides appropriate feedback.
- Conducts annual performance evaluations for staff in accordance with University policy and procedure.
- Delegates to staff the authority necessary to complete assignments.
- Adjusts staff job duties and responsibilities as necessary to accomplish the goals of the unit.

Sample Behavioral Interview Questions:

- Tell me how you go about monitoring the performance of your team. What tools do you use to provide feedback? How do you determine if it's effective?
- Give me an example of a time when you had to conduct a difficult performance evaluation. What strategies or techniques did you use to give feedback? What was the outcome?
- Describe a time when you had to reassign staff duties because of conflicting work commitments. How did you go about this? What was the result?
- Give me an example of a time you had to explain performance expectations to an employee. What specifically did you do to ensure the information was clear?
- Tell me about a time when you delegated responsibility to a reluctant staff member. What did you do or say to motivate and/or reassure the individual? What was the result?
- How do you go about setting performance expectations for your team? How do you ensure alignment of the goals to a broader organizational vision? Please provide an example of a time when you did this.

STAFF DEVELOPMENT

Description:

- Demonstrates commitment to staff learning and self-development.
- Creates Individual Development Plans to develop needed staff competencies.
- Monitors implementation and progress of staff Individual Development Plans.
- Acknowledges and gives credit to staff.

Sample Behavioral Interview Questions:

- Walk me through a time, from start to finish, when you had to create a development plan for a difficult staff member. How did you identify areas that need development? How did you monitor the implementation and progress of the development plan?
- Tell me about a time when a staff member went above and beyond their responsibilities. As a supervisor, how did you acknowledge them and praise their efforts?

TEAM LEADERSHIP

Description:

- Effectively creates and leads project teams comprised of staff from all appropriate functional units.
- Recognizes and effectively uses differences in the experiences and perspectives of team members to achieve the team's project goals.

Sample Behavioral Interview Questions:

- Give an example of when you led a cross-functional project team. What roadblocks, if any, did you encounter, and how did you resolve them?
- Describe a time when you built a team from scratch or took over and had to turn around a team? What steps did you take to build team rapport? How did you motivate the team? What was the outcome?

- Tell me about a time when you led a team consisting of individuals of varying levels of experience and expertise. How did you identify each member's strengths and weaknesses and assign tasks accordingly?

INNOVATION/OPEN MINDEDNESS

Description:

- Champions new ideas and initiatives.
- Creates an environment that inspires and supports innovation.
- Challenges the status quo.

Sample Behavioral Interview Questions:

- Tell me about a time when a member of your team suggested a new approach to a problem or task. How did you respond? What actions did you take to facilitate the implementation of this idea? What was the result?
- Tell me about your managerial philosophy with regard to new ideas from team members. What processes, if any, do you have in place that support creativity? Can you tell me about a time when these philosophies and processes supported a team member's idea?
- Give an example of a time when you disagreed with an organizational decision or process. Did you state your opinion? If so, how? What was the result?

FISCAL RESPONSIBILITY

Description:

- Proposes budgets that are consistent with the University's annual plan and financial goals.
- Identifies measures to increase revenues and/or reduce expenses, as appropriate.
- Monitors staff utilization of resources for compliance within parameters of unit's budget and University financial policies and procedures.

Sample Behavioral Interview Questions:

- Tell me about a time when you developed a budget that aligned with your organization's overall fiscal plan. How did you go about doing this?
- Give me an example of a time you were faced with the challenge of identifying ways to increase revenues and reduce expenses for your team's budget.
- Tell me how you go about ensuring that your team members stay within the given fiscal year's budget. Give me an example of a tool that you use to do this.