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Collaboration

Competency	Leading Question	Follow up Questions	Key Criteria
1. Freely shares knowledge, information, ideas, resources, expertise, etc.	Tell us about a job situation where you were a member of a team and had information and resources that would be beneficial to other members of the group.	How did you communicate it? What resulted from your efforts?	Good communicator Shares information Team player Networker Leader Recognizes others' input, ideas and skills Open to change
2. Receptive to input from others and uses diplomacy and tact when providing input and direction.	Give an example of a time when you had to give directions to a co-worker who was not performing well in his or her job.	How did you communicate the issues? What happened? How did it impact your relationship with the co- worker? What would you do differently if you had to do it over?	Good communicator Diplomacy Discretion Professionalism Good Manager/Leader Sensitivity Recognizes others' input, ideas and skills Open to change
3. Flexible and adaptable to changing needs, evolving trends, and new ideas.	Tell us about a time when you were leading a project team (or were a member of a project team) and the specifications, resources, or desired outcomes changed. How did you manage the changes?	What was the final outcome? What do you find most difficult about dealing with new ideas? Give an example of a time when you were faced with the introduction of a new idea or a new way of doing things in your job. Describe your flexibility to the change.	Adaptability Positive approach Use of encouragement Team player Good manager/leader Open to change

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Compassion

Competency	Leading Question	Follow up Questions	Key Criteria
1. Genuinely cares about and shows empathy towards other people.	Please provide me with an example of when you had to tell an employee, a patient or patient's family member bad news.	What did you do to make the recipient and their family more comfortable? What support services did you utilize?	Professional and caring manner Observant of patient and family needs Takes time to listen Awareness of support services Observant of non-verbal body language Going the extra mile to make a difference
2. Maintains effective relationships and focuses on and meets needs of internal/external customers.	Can you tell me about a time when a coworker or team member came to you with a personal problem?	What did you do to support your colleague?	Collaborator Observant of coworker needs Trustworthiness Patience Takes time to listen Empathetic response

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Diversity

Competency	Leading Question	Follow up Questions	Key Criteria
1. Works well with others regardless of race, nationality, culture, disability, age, or gender.	Tell of a time when you worked on a formal or informal team with individuals from diverse communities and cultures.	What role did you play?	Key Criteria Collaboration Team work/player Diversity awareness Acceptance and understanding of diverse cultures Interpersonal communication skills
2.Hires variety and diversity.	Have you participated in the development of a business case for diversity in the workplace?	What are some of the things you would consider in making a business case for diversity?	Equal Opportunity Diversity awareness Acceptance and understanding of diverse cultures Inclusive approach
3.Works equitably with all kinds and classes of people.	As a team leader or member, what steps did you take to encourage participation by individuals with different styles or cultural backgrounds?	What challenges did you face? How did you address the challenges and what was the result?	Collaboration Inclusive approach Diversity awareness Leadership Bias for action Interpersonal communications skills Problem-solving

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Innovation

Competency	Leading Question	Follow up Questions	Key Criteria
1.Generates new ideas and value-added products and services.	Tell me about a time when you were able to generate new ideas for a project in your division or department.	What was your approach for generating new ideas? How do you communicate your ideas and seek to obtain buy- in? Do you prefer brainstorming new ideas with a group or are you better with generating ideas alone?	Creative Innovative Communication skills Primary functions as leader and/or follower Value of innovation in the unit How credit is allocated for/among team members
2. Inspires and accepts innovation in others.	Tell me about a time when a colleague had an original idea for a value-added product or service. How did you react to and communicate the idea?	How did you respond to the idea? What steps did you take to get it implemented? What was the outcome? Who received the credit?	Motivator Use of encouragement and praise Innovative Communication skills Primary functions as leader and/or follower Value of innovation in the unit
	Describe for me how you were able to recognize and accept a truly creative idea from a peer and/or subordinate.	Was the idea fully credited to the creator(s)? Did you have to intervene on the originator's behalf? How have you inspired others to bring forth their best ideas?	How credit is allocated for/among team members Use of encouragement and praise Primary functions as leader and/or follower Value of innovation in the unit How credit is allocated for/among team members

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Integrity

Competency	Leading Question	Follow up Questions	Key Criteria
1.Acts honorably, even under adverse circumstances.	Tell me about a time when you have had to act professionally under adverse circumstances.	What were the circumstances? How did you manage to remain calm and in control?	Professional demeanor Honorable approach Ethical Admits fallibility Assertive yet diplomatic
2.Knows own strengths and weaknesses, and admits mistakes and takes corrective action when necessary.	Describe a situation where you recognized a mistake that you made.	How did you admit your mistake and take actions to resolve it?	Professional demeanor Honorable approach Ethical Admits fallibility Assertive yet diplomatic
3.Speaks up when necessary, and shows restraint when appropriate.	Tell us about a time when you had to speak up about an issue or exercise restraint.	How did others react to you? How did you communicate with them? What was the outcome?	Professional demeanor Honorable approach Ethical Assertive yet diplomatic

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Quality

Competency	Leading Question	Follow up Questions	Key Criteria
1.Implements ways to increase quality and reduce cost.	Describe a time when you identified an opportunity to improve a service, product, or process. What actions did you take?	What was the outcome? What cost savings (if any) occurred? Who else (if anyone) did you involve?	Committed to quality Fiscally responsible Willingness to bring quality issues to the attention of appropriate others or to take personal action
2.Seeks new organizational product, or technical knowledge.	What kinds of professional development have you pursued at your current (or most recent) position?	How did you apply those newly learned skills or knowledge on the job?	Initiative Self-development Professional development
3.Gets the job done with accuracy, thoroughness, efficiency, and consistency.	Tell us about a work- related project that you lead or were involved in.	What were the deliverables? How did you manage your action items? What was the outcome? Were the deadlines met? What was the impact of your contributions? What did you learn from the experience?	Attention to detail Committed to quality Organizational skills Fiscally responsible Efficient Consistent Timely Good planning Resourceful Considers and seeks input from customers Seeks input from others Delegates Motivates Leadership/Management
		What (if anything) would you have done differently?	

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Competency	Leading Question	Follow up Questions	Key Criteria
1.Takes initiative and accountability for own actions and empowers others to do the same.	Tell us about a situation when you struggled or did not meet expectations in a previous job.	How did you correct the problem? What did you learn from the experience?	Accountable Leadership Honesty Transparency Accepts own and others' strengths and weaknesses Fallible
2.Motivated to achieve, and acts in the best interest of the organization.	Tell us about two of the most successfully accomplished projects during your previous job.	How were these accomplished? What experiences did you have when meeting deadlines for project completion? Please explain.	Proactive Enthusiasic Accountable Target setter Meets organizational needs Resourceful Driven/ambitious
3. Assists those who need help and further development.	Tell us about a project you led when a member of the team was not producing up to expectations.	What actions did you take? What was the outcome?	Motivator Problem solver Leadership Manager On the job or training support offered Supportive in the advancement of others
4. Balances workload effectively.	Are you better at working on many things at a time, or are you better at working on and getting results on a few specific things?	Please give me two examples that illustrate this.	Multi-tasker Focused Proactive Target achiever Driven/ambitious

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Trust

Competency	Leading Question	Follow up Questions	Key Criteria
1. Trusted by others and keeps confidences.	Can you give me an example of when a colleague confided in you about something very sensitive that was said in total confidence?	How did you manage this situation of trust?	Trustworthiness Dependability Good listener Reliable Needs-oriented
2.Direct and truthful.	Tell us about a time when you had a concern about a supervisor or peer. How did you talk to them about it?	How did you manage to convey this information? What was the reaction? What was the outcome?	Professionalism Diplomacy skills Honest approach Cares about work/behavior
3. Dependable.	Describe a situation when a colleague or superior relied on you to get something urgent done.	How did you manage this role? How did you communicate to the colleagues and supervisors to build their confidence in you?	Professionalism Trustworthiness Communication Good listener Reliable Needs-oriented