

RECOMMENDED INTERVIEW QUESTIONS



Interview questions should be developed by the Search Committee under the guidance and direction of the Search Chair. If the Search Chair is not the Supervisor of the vacant position, the Supervisor should also be involved in determining which questions to ask candidates.

All candidates must be asked the same questions regardless of interview round. The only exception to this is for open forum presentations/Q&As with different campus entities or the campus community as a whole. Best practice includes sending out the interview questions 30-60 minutes before the interview so candidates can come prepared with their best answers. It is also crucial that you provide a written copy of the questions at the beginning of the interview for candidates to reference throughout.

In addition to position-specific questions, UVU provides the following recommended interview questions relating to our university values, competencies, and expectations. When asking these questions, look for candidates who answer in line with these [employee](#) and [leadership expectations](#). When hiring for a supervisor position, mix in a few general questions, position specific questions, and leadership questions (30% of questions should be relating to their role as a leader).

General Questions

Leadership Questions



GENERAL QUESTIONS

For all employee types | Based on the [Employee Competencies](#)

Creating Positive Experiences

- Tell me about a time when you needed to gain the trust and support of one or more of your peers to be successful. How did you do so?
- Tell us about a time you created a positive experience for a customer, client, or stakeholder. How did you do so and what was the result?
- Provide an example of a time when you were able to work with another person even though that individual may not have liked or respected you?

Promoting an Inclusive Culture

- What is your approach to enhancing your understanding of different cultures? In other words, how do you expand your own learning regarding diversity?
- What is your approach to understanding the perspectives of colleagues from different backgrounds?
- How have you handled situations where a colleague or subordinate was not accepting of another's diversity? What was the result?

Taking Responsibility

- Describe a time when your work was criticized, what was the outcome?
- Describe a decision you made that did not turn out the way you had hoped. What was the result? How did you handle it? What would you do different in hindsight?
- Tell me about a time that you missed a deadline. What was the situation and what was the outcome?

Communicating Clearly and Candidly

- In your experience, what are the most important contributors to good communication?
- Tell me about a time when you had to give someone difficult feedback. What was the feedback and how did you move forward?
- Tell me about when communication broke down within your work group. What did you do to improve communication?

Maintaining Area Expertise

- Give me an example of a time when you suggested a better way of doing a task or process in order to be more efficient or to be more cost effective. What was the usual way? What did you suggest? How was your idea received? What was the result?
- Describe a situation in which you embraced a new system, process, technology, or idea at work that was a major departure from the old way of doing things?

Delivering Results

- Give us an example of a time that you felt you went above and beyond in your work responsibilities.
- Describe how you would handle the need to finish multiple tasks in a short deadline and still deliver exceptional results.
- Describe work or a project for which you were responsible that demonstrated your commitment to producing a high-quality product or outcome.



LEADERSHIP QUESTIONS

For all supervisory positions | Based on the [Leadership Competencies & Expectations](#)

Coaching and Developing Employees

- Tell us about a time when you had to motivate employees who were not interested in improving or learning new skills.
- In your experience, what has been the most effective method of developing the skills and capabilities of your employees? When was a time you used this method successfully?

Building Trust

- Tell us about a time when you made an unpopular decision that affected others. How did you come to the decision? What was the outcome?
- What is your strategy for developing trust with a diverse team of employees?
- Tell me about a time you included others in the decision-making process even when it would have been easier not to. How did this affect the team?

Appreciating Differences and Promoting Inclusive Behavior

- What is your approach to enhancing your understanding of different cultures? In other words, how do you expand your own learning regarding diversity?
- What is your approach to understanding the perspectives of colleagues from different backgrounds?
- How have you handled situations where a colleague or subordinate was not accepting of another's diversity? What was the result?

Encouraging Employee Engagement

- Describe your philosophy for employee recognition. How do you determine when an employee should be recognized and how do you like to recognize employees?
- Describe a particularly difficult project where it was a challenge to get employees to take ownership and be committed to achieving predetermined objectives. What did you do to encourage ownership?
- What is your experience supervising remote workers? How would you engage remote workers and help them feel part of the team?

Setting Clear Expectations

- What do you consider to be best practices for setting clear expectations for your team members?
- Tell us about a time when you had to reset expectations with an employee. How did you approach this conversation and what was the outcome?
- Describe a time when you did not receive clear expectations from your leaders. How did you go about getting the information you needed for your team/project to be successful?

Practicing Positive Conflict Resolution

- How would you define conflict resolution?
- How would you coach a team member through a situation where they are unwilling to work with an individual due to previous work interactions?
- Tell me about a time where conflict in the workplace hindered your ability to get your job completed. How did you handle it? What was the result?



Leading with Emotional Intelligence

- Describe a time when you had to come to a solution or agreement with another individual where there were considerable differences? What was the outcome?
- Describe a situation where you had to modify your approach in order to work with another person or group. What is your leadership style? When was a time you had to adjust that style to meet the needs of an employee?

Exercising Disciplined Stewardship Over Resources

- Describe how you delegate assignments. What criteria do you use to determine how far down you push accountability?
- Tell me about a situation where you had to include another person in the work when you felt you could have accomplished it more easily on your own.
- How would you navigate a situation where your employees make several requests which require funding sources, but you do not have the budget increase to account for all the requests?

Giving and Receiving Clear and Honest Feedback

- Describe a situation where providing timely feedback had a significant impact on an individual's growth and development.
- Tell me about a time when you received difficult feedback. What was the feedback and how did you move forward?
- Describe a situation where you were able to successfully coach an employee to better performance.

Managing and Completing Projects Professionally

- Describe a time when you were part of a team where there were different opinions about how to complete the work. How did you resolve it in order to complete the project?
- If you were assigned multiple projects that all were identified as institutional priorities, how would you go about balancing your assignments and regular work duties while still delivering results?

Planning Strategically

- Describe a time when a broader vision was communicated to you by a supervisor. How did you take that vision and apply it to your goals and efforts within your team?
- How do you approach setting clear, measurable goals when it relates to work which is often ongoing or difficult to quantify?

Supervising with General and Area Expertise

- What would your approach be to be managing an employee who has an area of expertise which you do not have experience with?
- How would you respond to an employee who approaches you asking why a certain policy or procedure is necessary?

Managing Change

- Tell us about a difficult change you had to lead others to implement. What was the change and how did you get your team on board?
- How do you respond to resistance of change from team members?
- What information or steps do you consider critical when it comes to effectively managing change within your team?