



COMPETENCY	SUMMARY	DESCRIPTION (based on CareerOneStop Competency Model)*	BEHAVIORAL QUESTIONS
Adaptability & Flexibility	Displaying the capability to adapt to new, different, or changing.	<ul style="list-style-type: none"> • Entertaining new ideas <ul style="list-style-type: none"> -- Be open to considering new ways of doing things -- Provide suggestions for innovative approaches to improve processes or tasks 	<ol style="list-style-type: none"> 1. Describe a major change you faced in an organization that you worked in. How did you adapt to this change? 2. Could you talk about a time which you had to adjust to changes over which you had no control. How did you manage it? 3. Can you give an example of how you responded when faced with an obstacle to an important project? 4. Share an example of when you adapted your thinking, feelings, and behaviors at work in response to uncertainty, new information, sudden changes or new obstacles. 5. Describe a time when you faced a major change of system, process, technology or strategy?
Business Fundamentals	Knowledge of basic business principles, trends, and economics.	<ul style="list-style-type: none"> • Situational awareness <ul style="list-style-type: none"> -- Understand the organization's mission and functions -- Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization -- Grasp the potential impact of the organization's well-being on employees • Business ethics <ul style="list-style-type: none"> -- Demonstrate respect for coworkers, colleagues, and customers -- Act in the best interest of the organization, the community, and the environment -- Comply with applicable laws and rules governing work and reports loss, waste, or theft or company property to appropriate personnel 	<ol style="list-style-type: none"> 1. Describe a time when you developed and applied new processes and procedures to manage budgets, revenues and expenses in your organizational unit? 2. Please talk about a time when you analyzed business data to predict trends and issues that would impact your organization and made recommendations on how to navigate them. 3. Give me an example of a time when your knowledge of organizational policies, practices, or trends enabled your business success. Specifically, what was the situation, and what did you do or say that demonstrated your knowledge? 4. How have you recently used your awareness of organizational strategies, methods, or tactics to benefit your organization? 5. How have you recently used your knowledge of policy, regulations and the political structure to achieve results? 6. Tell us about a complex project with a tight deadline that required precise data collection and analysis. 7. Describe the steps you followed with your most recent budget (or grant, or proposal) preparation. 8. Describe your approach for evaluating the reliability of data and information you receive.



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Communication - Listening & Speaking	Giving full attention to what others are saying and speaking in English well enough to be understood by others.	<ul style="list-style-type: none"> • Speaking <ul style="list-style-type: none"> -- Express information to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial) -- Speak clearly and confidently -- Speak using common English conventions including proper grammar, tone, and pace -- Provide or receive translation when necessary, to be understood by others -- Pay attention to listener responses and react appropriately • Listening <ul style="list-style-type: none"> -- Understand instructions -- Receive, understand, respond to verbal-nonverbal messages -- Pick out important information in verbal messages • Two-way communication <ul style="list-style-type: none"> -- Use meaningful two-way communication (i.e., speak clearly, pay close attention and seek to understand others, listen attentively and clarify information) -- Attend to nonverbal cues and respond appropriately -- Use augmentative and alternative communication methods (forms of communication other than oral speech) • Persuasion/Influence <ul style="list-style-type: none"> -- Influence others positively -- Persuasively present thoughts and ideas 	<ol style="list-style-type: none"> 1. Talk about a time when you felt you were ineffective in a verbal communication. Describe the situation, and what learned from that experience? 2. Please share an example of when you verbally communicated important information to a group, perhaps on a sensitive topic. How did you decide on the content and structure? 3. Describe a time when something someone verbally stated to you distressed or hurt you. How did you react or respond to it? 4. Please share an example of a time when wrote a memo, email or letter to a group with information that you knew would be not be received well. Did you modify the language to soften the reaction? If so, what did you do? 5. Please describe an example of a time when you had to write a very detailed document providing information or instructions on an important topic. 6. Please share an example of a time when wrote a memo, email or letter you sent had an unintended effect. Did it cause you to modify your approach in future writings? 7. Can you describe a situation when you have had to follow an important discussion very carefully making certain not to miss any detail or nuance? 8. People have a variety of verbal communication styles that are sometimes generational. Describe a time when you had to adapt your approach to obtain verbal information.
Customer Focus	Actively looking for ways to ensure that a person-centered focus is used to providing care and support.	<ul style="list-style-type: none"> • Demonstrate a desire to understand the needs of the person and the family • Listen to what the person and family are saying and ask questions as appropriate • Provide prompt, efficient, and personalized assistance to meet requirements, requests, and concerns • Provide thorough, accurate information to answer questions • Promoting Empowerment <ul style="list-style-type: none"> -- Develop strategies to assist and support the person to make informed choices -- Promote participation in the design of services -- Provide opportunities for self-advocacy -- Provide information and facilitate access to human, legal, civil rights and other resources • Keeping customers informed <ul style="list-style-type: none"> -- Follow up with response to inquiries -- Respond timely to requests 	<ol style="list-style-type: none"> 1. Tell me about a time when you faced an angry client on the telephone or in person. What was your approach to resolving the situation? 2. Please describe a time when you demonstrated excellent customer service skills. What was your approach, and what was the outcome? 3. Share a recent example of a time when you were not able to completely satisfy either an internal or external client. What, if anything, were you able to take away from that experience? 4. Describe a time when you changed your approach in order to address the needs of an internal or external client. 5. Describe a time when you established rapport with an individual you had just been introduced to. 6. What have you done to make customer service a priority in your workplace culture? 7. Please talk about a client whose viewpoints and needs you invested considerable time trying to understand. What was the outcome? 8. Please share an example of a time when you advocated for a client's needs within your organization.



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Dependability and Reliability	Displaying responsible behaviors at work.	<ul style="list-style-type: none"> • Fulfilling obligations <ul style="list-style-type: none"> -- Be reliable, responsible, and dependable in fulfilling obligations -- Diligently follow through on commitments and consistently meets deadlines • Demonstrate regular and punctual attendance • Attending to details <ul style="list-style-type: none"> -- Check work to ensure that all essential details have been considered -- Take prompt action to notify supervisors of errors • Complying with policies <ul style="list-style-type: none"> -- Follow written and verbal directions -- Comply with organizational rules, policies, and procedures 	<ol style="list-style-type: none"> 1. Provide two recent examples that demonstrate your reliability and that trust others place in you. 2. Describe a time when you assumed responsibility for a mistake and paid a personal price. 3. What have you done to earn the trust and confidence of your peers, clients subordinates or superiors? 4. Describe a time when you stepped up to the plate and assumed responsibility for a situation when you knew that there was most likely going to be a negative outcome.
Ethics	Practice responsibly within the ethical framework of the profession.	<p>Critical Work Functions</p> <ul style="list-style-type: none"> • Adopt an accepted professional code of ethics • Apply code of ethics when confronted with ethical dilemmas • Ensure that practice honors the human and civil rights of participants • Ensure that practice uses the principles and activities of culturally and linguistically appropriate services • Secure and maintain certification and licensure requirements for duties as required • Maintain professional boundaries, and respect an individual's right to privacy • Apply mandated standards for harassment, labor, and employment laws • Maintain confidentiality and informed consent practices • Understand the negative consequences of action/inaction • Recognize and appropriately report situations of abuse and neglect 	<ol style="list-style-type: none"> 1. Describe the single greatest ethical dilemma you have had to face in your workplace. 2. There are times when we may observe dishonesty or lack of integrity in the workplace. Could you describe a time when you experienced this, and what you did next? 3. Describe a challenging situation where you considered several ethical aspects before making a decision. 4. Share an example of a time you were approached for confidential information by an unauthorized individual, or asked to do something that you considered unethical. 5. Have you ever had to confront someone at the workplace for breaking the rules or law? If so, describe the situation and what you did? 6. Could you share an example of a time when you didn't bend on a policy or procedure, and regretted it later?



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Initiative	Demonstrating a willingness to work.	<ul style="list-style-type: none"> • Persisting <ul style="list-style-type: none"> -- Persist and expend effort to accomplish tasks even when conditions are difficult or deadlines are tight -- Persist at a task or problem despite interruptions, obstacles, or setbacks • Taking initiative <ul style="list-style-type: none"> -- Take initiative in seeking out new work challenges -- Seek opportunities to make improvements that can influence outcomes • Setting challenging goals <ul style="list-style-type: none"> -- Establish and maintain personally challenging but realistic work goals -- Exert effort toward mastering tasks • Working independently <ul style="list-style-type: none"> -- Perform effectively even with minimal direction -- Strive to exceed standards and expectations -- Exhibit confidence in capabilities and an expectation to succeed in future activities 	<ol style="list-style-type: none"> 1. Talk about a time when you identified a problem and took action proactively to correct it. 2. Tell me about a time when you saw an opportunity for your organization and seized it. 3. Talk about a time when you took the initiative to create a new program or project to benefit your organization and its clients. 4. Tell us about a recent change or improvement you brought about in your workplace. What was the outcome? 5. Please share an example of a time when you went beyond your job requirements to achieve an objective for your organization.
Instructing	Teaching or showing someone how to do something.	<ul style="list-style-type: none"> • Work with individual receiving services to identify his/her needs, strengths and goals • Assist individual receiving services to maintain and develop skills, including hand over hand assistance, prompting, verbal or visual instruction and other strategies as needed • Be sensitive to and accommodate diverse learning styles, abilities, cultures, and experiences, including learners who have disabilities and other special needs • Facilitate ways for individuals receiving services and other team members to give feedback on learning and performance 	<ol style="list-style-type: none"> 1. Describe an experience where you identified an individual's learning needs and modified your approach for that individual. 2. Describe the approach you took recently to establish your credibility with a new group of learners/clients/students. 3. Describe a recent conflict or confrontation in a workshop or classroom and how you dealt with it. 4. Describe a recent experience in providing instruction for a culturally or age-diverse classroom. What adjustments did you make to your material or instruction? 5. Share an example of a communication with a learner/student/client that helped you to understand their learning style better.



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Integrity	Displaying accepted social and work behaviors.	<ul style="list-style-type: none"> • Behaving ethically <ul style="list-style-type: none"> -- Abide by established code of ethics -- Choose an ethical course of action and do the right thing -- Encourage others to behave accordingly • Acting fairly <ul style="list-style-type: none"> -- Treat others with honesty, fairness, and respect -- Make decisions that are objective and reflect the just treatment of others • Taking responsibility <ul style="list-style-type: none"> -- Take responsibility for accomplishing work goals within accepted timeframes -- Accept responsibility for one's decisions and actions and for those of one's group, team, or department 	<ol style="list-style-type: none"> 1. What have you done to earn the trust and confidence of your peers, clients, subordinates or superiors? 2. Share an example of a time you were approached for confidential information by an unauthorized individual, or asked to do something that you considered unethical. 3. Share an example of a time when you had to present information for a cause you were not really in support of. How did you manage this? 4. Describe a time when you or one of your team made a mistake that was potentially harmful to your organization or its clients. 5. Tell me about a time when you observed a potentially harmful situation developing in your organization in an area beyond your responsibility. How did you handle it? 6. How do your peers/supervisors/subordinates and clients view you in terms of trustworthiness? Please share recent examples to describe this? 7. There are times when we may observe a breach of security or confidentiality in the workplace. Could you describe a time when you experienced this, and what you did next? 8. Please share an example of a time when you took a stand for an important issue at your workplace. What was the outcome?
Interpersonal Skills	Demonstrating the ability to work effectively with others.	<ul style="list-style-type: none"> • Demonstrating concern for others <ul style="list-style-type: none"> -- Show sincere interest in others and their concerns -- Demonstrate sensitivity to the needs and feelings of others -- Seek out ways to help and take action to help others • Demonstrating insight into behavior <ul style="list-style-type: none"> -- Demonstrate flexibility for change based on the ideas and actions of others -- Recognize when relationships with others are strained • Maintaining open communication <ul style="list-style-type: none"> -- Maintain open lines of communication with others -- Establish a high degree of trust and credibility with others • Respecting diversity <ul style="list-style-type: none"> -- Be flexible, sensitive and open-minded when dealing with a wide range of people -- Value diversity of people and ideas -- Work well and develop effective relationships with diverse personalities 	<ol style="list-style-type: none"> 1. Tell me about the greatest degree of challenge you have faced when trying to get along with a peer, client, supervisor or subordinate. What was the outcome? 2. Describe a time when you had to develop relationships quickly with peers, clients, supervisors, subordinates or others in a new workplace. How did it work out? 3. Describe a time when you mediated a dispute between two people in the workplace? 4. Describe how you built important relationships for your organization in the recent past. What was your approach and did it work? 5. Describe a situation when your interpersonal skills were severely challenged. What was your approach, and did it work? 6. Describe how you changed the opinion of someone at the workplace who seemed to have a negative opinion of you. 7. Talk about a time when you had to work with someone who was not at all collaborative or cooperative. What was your approach, and did it work? 8. Give me an example of a time that you helped foster positive relationships within your team or organization.



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Lifelong Learning	Displaying a willingness to learn and apply new knowledge and skills.	<ul style="list-style-type: none"> • Demonstrating an interest in learning <ul style="list-style-type: none"> -- Demonstrate an interest in personal learning and development -- Seek feedback from multiple sources about how to improve and develop, and modify behavior based on feedback or self-analysis of past mistakes • Participating in training <ul style="list-style-type: none"> -- Pursue opportunities to develop knowledge and skills -- Participate fully in relevant training and professional development programs • Identifying career interests <ul style="list-style-type: none"> -- Take charge of personal career development by identifying occupational interests, strengths, options and opportunities -- Make insightful career planning decisions based on integration and consideration of others' feedback, and seek out additional training to pursue career goals 	<ol style="list-style-type: none"> 1. Give me a recent example of a new workplace related skill you had to learn quickly (software, procedure or program etc.). What steps did you take to learn it, and what was the outcome? 2. Describe the most recent time that you received complex instructions for a task. What did you do to confirm that you understood the instructions correctly? 3. Describe a recent time that you learned a new skill, and any actions that you took to reinforce that new skill on the job? 4. Can you think of a time when you weren't able to sustain a new skill due to a lack of opportunity to apply it?
Planning & Organizing	Planning and prioritizing work to manage time effectively and accomplish assigned tasks.	<ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> -- Approach work in a methodical manner -- Plan and schedule tasks so that work is completed on time -- Keep track of details to ensure work is performed accurately and completely • Prioritizing <ul style="list-style-type: none"> -- Prioritize various competing tasks and perform them quickly and efficiently according to their urgency -- Find ways of organizing work area or planning work to accomplish work efficiently • Contingency Planning <ul style="list-style-type: none"> -- Anticipate obstacles to project completion -- Develop contingency plans to address obstacles -- Take necessary corrective action when projects go off-track 	<ol style="list-style-type: none"> 1. Talk about a recent project in which you had to plan the course of the project. Describe the planning tools used, and what you did to develop a plan for success completion of the project. 2. Tell me about a time in which you effectively dealt with unexpected twists and turns in implementing an important project. Were you able to readjust your original plan? 3. Talk about a recent experience you had in planning an important project from scratch. Describe all major steps in the planning process. What was the outcome? 4. Describe an experience when your project plan did not correspond with the actual difficulty or length of time needed to complete it. When did you discover this, and how did you modify your approach? 5. How do you decide what gets first priority when allocating your time? 6. Share an example of a situation when you saw changes coming up, and how you adapted your plan for those changes. 7. What are current top priorities. Share examples to show how these priorities have served you in the recent past. 8. Share an example of how you fared in reducing emergencies and surprises in your work through planning. 9. Tell me about an assignment completed over the past few months that required the greatest amount of effort with regard to planning and organizing.



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Problem Solving & Decision Making	Applying critical-thinking skills to solve problems by generating, evaluating, and implementing solutions.	<ul style="list-style-type: none"> • Identifying the problem <ul style="list-style-type: none"> -- Anticipate or recognize the existence of a problem -- Use all available resources to locate and obtain information relevant to the problem -- Recall previously learned information that is relevant to the problem • Locating, gathering, and organizing relevant information <ul style="list-style-type: none"> -- Gather and organize information to gain a better understanding of the problem -- Refer the problem to appropriate personnel when necessary • Generating alternatives <ul style="list-style-type: none"> -- Integrate previously learned and externally obtained information to generate a variety of alternative approaches to solving the problem • Choosing and implementing a solution <ul style="list-style-type: none"> -- Choose the best solution after contemplating available approaches to the problem -- Commit to a solution in a timely manner, and develop a realistic approach for implementing the chosen solution -- Re-evaluate solution to ensure it was the appropriate approach 	<ol style="list-style-type: none"> 1. Please describe a recent situation in which you used a problem solving process. What approach has worked best for you in the recent past when working on problem solving as a team? 2. Share an example of a time you were working to solve a problem on your own. Compare it with another time when you worked with a team to address another problem? 3. Describe a time when you believed you had solved a problem, only to have it come up again. How did you change your approach? What did you learn from this experience? 5. Share an example of how you used research and analytical skills to get information to solve a problem. 6. Describe a situation where you had multiple alternatives to choose from? How did you come to a decision? 7. Describe a specific problem that you identified, researched and made a recommendation (or solved). 8. Tell me about a time when you carefully evaluated a situation and decided not to take action despite pressure from your colleagues to do so. What was your thought process, and why?
Professionalism	Maintaining a professional demeanor at work.	<ul style="list-style-type: none"> • Demonstrating self-control <ul style="list-style-type: none"> -- Demonstrate self-control by maintaining composure and keeping emotions in check even in very difficult situations -- Deal calmly and effectively with stressful situations • Maintaining a professional appearance <ul style="list-style-type: none"> -- Dress appropriately for occupation and its requirements -- Maintain appropriate personal hygiene -- Wear appropriate identification -- Be free from substance abuse • Maintaining a positive attitude <ul style="list-style-type: none"> -- Project a professional image of oneself and the organization -- Demonstrate a positive attitude towards work -- Take pride in one's work and the work of the organization 	<ol style="list-style-type: none"> 1. Describe a crisis that you had to manage recently. What was your approach, and did it work? 2. Tell us about a time that you feel you were treated unjustly. Describe the situation and how you responded to it. 3. Talk about a time you had to deal with someone on the job who frustrated you. What did you do to improve or manage the situation? 4. Has there been a situation when you felt that you were being pushed to the limit by a co-worker or client? How did you manage the situation? 5. Describe the most distressing interactions you've had with someone at the workplace. How did you manage the situation? Did you seek or obtain assistance? 6. Sometimes responsibilities of our jobs can become overwhelming. Please share an example of a time when you felt overwhelmed. What did you do to manage it?



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Scheduling & Coordinating	Making arrangements and scheduling appointments.	<ul style="list-style-type: none"> • Informing <ul style="list-style-type: none"> -- Respond to the schedules of others affected by arrangements -- Inform others of arrangements, giving them complete, accurate and timely information -- Ensure that others receive needed materials in time • Shift work <ul style="list-style-type: none"> -- Update co-workers on work completed on past shifts and work that still needs to be completed 	<ol style="list-style-type: none"> 1. Describe the most complex or challenging scheduling situation you have faced at the workplace. How did you assign the priorities? 2. Describe a project where you assigned specific tasks to members of your team? Did you monitor and adjust workloads and reassign responsibilities as the projects evolved? 3. Describe a time when you needed to handle multiple projects and deadlines at the same time. What system did you follow to track these responsibilities? What was the result? 4. Share a recent example that shows how do you assign priorities in scheduling your time and tasks. 6. Of all your current assignments, which ones do you rate as requiring the greatest amount of effort with respect to planning and organizing, and why?
Working with Tools & Technology	Selecting, using, and maintaining tools and technology to facilitate work tasks.	<ul style="list-style-type: none"> • Selecting tools <ul style="list-style-type: none"> -- Set up and adjust equipment -- Monitor equipment • Troubleshooting <ul style="list-style-type: none"> -- Clean, inspect, and maintain equipment -- Troubleshoot tools and technology -- Identify possible defects or other problems 	<ol style="list-style-type: none"> 1. Tell me about a time when: you had to prepare an annual budget; OR you were responsible for submitting a grant proposal; OR you had to adhere to strict reporting guidelines on a research grant. (Substitute with other relevant roles) 2. Please explain how you: manage a complex grant application process to meet deadlines; OR keep track of the details associated with large events; OR ensure that an organization-wide procedure is practiced by all staff. (Substitute with other relevant roles) 3. Give a recent example of: how you responded when a client changed his or her mind on what was expected; OR the steps you took to research a new area within your field; OR your ability to stay focused on the end result when the process became difficult. (Substitute with other relevant situations) 4. Describe a situation in which you demonstrated: team leadership skills; your proficiency in software/ programming; OR your managerial ability during a period of major organizational change... (Substitute with other relevant competencies)

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Teamwork	Working cooperatively with others to complete work assignments.	<ul style="list-style-type: none"> • Acknowledging team membership and role <ul style="list-style-type: none"> -- Accept membership in the team -- Know the roles of each team member -- Interact with others consistent with the team structure and lines of authority -- Show loyalty to the team -- Identify and draw upon team members' strengths to achieve results -- Learn from other team members • Establishing productive relationships <ul style="list-style-type: none"> -- Develop constructive and cooperative working relationships with others -- Exhibit tact and diplomacy -- Show sensitivity to the thoughts and opinions of other team members -- Respond appropriately to positive and negative feedback -- Practice team membership skills, such as cooperation, leadership, and anticipation of the needs of coworkers • Identifying with the team and its goals <ul style="list-style-type: none"> -- Be aware the goals of the team -- Cooperate with others and contribute to the team's effort -- Use a group approach to identify problems and develop solutions based on group consensus -- Effectively communicate with all members of the group or team to achieve team goals and objectives -- Respect interdisciplinary differences among team members • Resolving conflicts <ul style="list-style-type: none"> -- Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties -- Manage conflict within the team through consideration of others' points of view -- Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups 	<ol style="list-style-type: none"> 1. Share an example of a situation when you were responsible for forming and managing a project team in order to accomplish defined objectives. Please include details that demonstrate your skill in building and running a team. 2. Talk about a time when you were a team leader and had to manage productivity, morale and spirit. What was your approach to keeping the team motivated and on task. 3. Referring to a recent experience as a team leader, describe the structures you put into place that enabled open communication amongst team members. 4. Describe a time when you were a team leader or member and had a role to play in identifying individual and group achievements for recognition.