

## Competency Questions - Sample

A CBI is a specific type of interview, which has the following characteristics:

- *A CBI is a structured interview where all of the questions are defined beforehand and are asked of all candidates.* This significantly increases the fairness and equality of the interview.
- *All questions relate to the competencies being assessed.* It is important that an interview focuses around the competencies which are required for the role to give it structure and ensure that the interviewer is gathering the information they need; not unnecessary information.
- *Each question seeks to gather an example of previous behaviour against the competency.* Past behaviour is the best predictor of future behaviour. Asking someone for a real example of how they have behaved in the past will be far more predictive of how they will act again in the future than asking them about a hypothetical situation.

Describe a situation when you had to adapt your own style or behaviour to work better with others in a team.

- Why did you need to change your style / behaviour?
- What exactly about your behaviour / style did you do differently?
- How did this help you to work more effectively with the team?

What have you done to ensure that information / knowledge which you had was shared with your team?

- What was the information / knowledge and why didn't others know about it?
- What did you do to share that information/knowledge?
- How did this help the team / you to work more successfully?

Tell me about a time when you have worked with a broad range of people and learnt to relate to them individually.

- What was the range of people in the team?
- What did you do to understand them as individuals?
- How did this help you to work more effectively with the team?

Tell me about a situation when you had to modify your plans to take account of other people's views.

- What was the situation?
- How did you modify your plans?
- How did the other people express their views?
- What was the outcome?

Tell me about a time when you have had to work in partnership with people from outside your team, but within your organisation.

- Who were the people and why did you need to work in partnership?
- What was your role in this situation?
- What were some of the difficulties of working like this?
- How did you manage conflicting departmental priorities?
- How did this style of working impact the output?

What have you done to build and maintain a useful network of contacts in your area?

- Why has it been important to do so?
- How did you build/maintain this network?
- How did this help you to work more effectively?

What have you done to build and maintain a useful network of contacts outside of your area?

- Why has it been important to do so?
- How did you build/maintain this network?
- How did this help you to work more effectively?

Tell me about a time when you have proactively made yourself available to others.

- What was the reason you needed to do this?
- How did others know that you were available to them?
- How did this help the team to work more effectively?

Give me an example of a time when someone came to you for support or guidance.

- Why did they need your support?
- What did you do to support/guide them?
- How did it help?

Tell me about a time when you had to establish an effective relationship quickly.

- What was the reason you needed to do this?
- What did you do to achieve this?
- What indicated to you that the relationship was effective?
- How did it help?

Tell me about a time when you have had to work in partnership with people from outside your organisation.

- Who were the people and why did you need to work in partnership?
- What was your role in the situation?
- How did you manage the partnership?
- How did this style of working impact on the output?