

Questions from Office of Personnel Management
HR Manager Data Base

Science and Engineering

Reading

- Describe a situation in which you were required to read, interpret, and apply what you read. What steps did you take? What obstacles did you encounter? How did you apply what you read? What was the outcome?
- Describe the types of materials you have read to perform your work, and how you have applied them. What steps did you take? What obstacles did you encounter? How did you apply what you read? What was the outcome?

Writing

- Describe the types of documents you have written, reviewed, or proofread, and the outcome of these efforts. What was the purpose? Who was the audience? What steps did you take to ensure the materials were understood? What was the result?

Mathematical Reasoning

- Describe a situation in which you used a mathematical or statistical formula to compare data. What led up to the situation? What steps did you take to choose the technique or method? What mathematical or statistical techniques did you use, and what formulas or computations were necessary? What was the outcome?
- Describe a situation in which you used mathematical or statistical techniques to analyze, solve, or respond to a problem. What led up to the situation? What steps did you take to choose the technique or method? What mathematical or statistical techniques did you use, and what formulas or computations were necessary? What was the outcome?
- Describe how you have used mathematical or statistical techniques to complete a project. What led up to the situation? What steps did you take to choose the technique or method? What mathematical or statistical techniques did you use, and what formulas or computations were necessary? What was the outcome?

Oral Communication

- Describe a situation in which you made an oral presentation to an individual or a group. What was the topic? Who was the audience? What obstacles did you encounter? What steps did you take to answer questions from the audience? What was the result?

Creative Thinking

- Describe a situation in which you created an innovative solution. What led you to recognize the need for a new approach? What role did you play? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you developed an innovative solution or a new or better way of performing a task. What led you to recognize the need for a new approach? What role did you play? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you did something novel or thought “out of the box.” What led you to recognize the need for a new approach? What role did you play? What obstacles did you encounter? What was the outcome or result?

Information Management

- Describe a situation in which you gathered or organized information electronically. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Decision Making

- Describe a situation in which you made a decision that caused change to occur. What led up to the decision? What steps did you take? What alternatives did you consider? What or who was affected by your decision? What was the outcome or result?
- Describe a situation in which you made a decision that had an impact on others’ work. What led up to the decision? What steps did you take? What alternatives did you consider? What or who was affected by your decision? What was the outcome or result?

Reasoning

- Describe a situation in which you analyzed a situation or information and made a recommendation to someone of authority. What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you analyzed and interpreted information. What steps did you take? What obstacles did you encounter? What was the outcome or result?

Problem Solving

- Describe a situation in which you identified a problem and evaluated the alternatives to make a recommendation or decision. What were the circumstances that led up to the situation? What steps did you take to generate and evaluate alternatives? What was the outcome?

Teamwork

- Describe a situation in which you worked as part of a team. How was the team created? What role did you play? What obstacles did you encounter? What was the outcome or result?

Self-Management

- Tell me about a situation in which you needed to define and set a goal. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Interpersonal Skills

- Describe a situation in which you had to deal with people who were upset about a problem. What events led up to this situation? Who was involved? What specific actions did you take? What was the outcome or result?

Planning and Evaluating

- Describe a situation in which you identified a potential problem and evaluated alternative solutions. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you planned, organized, or evaluated a problem, project, or assignment. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

- Describe a situation in which you were faced with several different requests and had to decide the order in which you would complete them. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Give an example of a situation in which you set short- and long-term goals for a project. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Financial Management

- Describe a situation in which you were responsible for financial activities or transactions. What financial activities did you perform? For whom did you perform the financial activities? What were the results?

Managing Human Resources

- Describe a situation in which you planned, distributed or evaluated the work of others. Who was involved and what work was involved? What was the outcome?

Leadership

- Describe a situation in which you led or motivated others. What steps did you take? What obstacles did you encounter? What was the outcome or result?

Strategic Thinking

- Describe a situation in which you formulated and implemented a strategy for carrying out an organizational goal or priority? What sources of information did you draw upon in preparing your strategy? What long-range implications of your strategy did you anticipate/fail to anticipate?

Teaching Others

- Describe a situation in which you helped others learn in a formal or informal setting. What role did you play? What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

- Describe a situation in which you served as a mentor or a coach. What role did you play? What led up to the situation? What steps did you take? What obstacles did you encounter?
- Describe a situation in which you were asked to teach someone a skill or information they needed to complete a task or project. What role did you play? What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Customer Service

- Describe a situation in which you had to deal with a customer or client who was particularly difficult. What steps did you take? What obstacles did you encounter? What was the outcome?
- Describe a situation in which you were asked to explain a product or service to a potential or existing customer or client. What steps did you take? What obstacles did you encounter? What was the outcome?
- Describe a situation in which you worked with a customer or client to meet his/her/their needs. What steps did you take? What obstacles did you encounter? What was the outcome?

Organizational Awareness

- Describe a situation in which you used your knowledge of the organization's mission, functions, or policies to contribute to a program, project, or assignment. What steps did you take? What obstacles did you encounter? What was the impact, outcome, or result?
- Tell me about a time when your knowledge of an organization contributed to reaching a goal or completing a project or task. What steps did you take? What obstacles did you encounter? What was the impact, outcome, or result?

External Awareness

- Describe how you have identified trends (such as technological, economic, political, social) outside your organization. How did you apply the information? What contacts outside your work unit do you maintain to stay current with these trends/issues?

Vision

- Describe a situation in which you helped meet your organization's objectives or worked towards the organization's vision. What was involved and what was your role? What was the outcome?

Influencing/Negotiating

- Describe a situation in which you had to obtain concurrence or approval of a decision or initiative that was unpopular. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you influenced others to modify their position on an issue. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you negotiated an agreement or persuaded others to accept recommendations or a new viewpoint. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you negotiated for resources to support a program or plan. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you negotiated with others to get a job done. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Conflict Management

- Describe a situation at work in which you prevented or handled a conflict or confrontation. What was the issue and who was involved? Describe any guidelines or standard procedures you used to help you handle the situation. What was the outcome?

Flexibility

- Describe a situation in which you modified an existing plan or otherwise changed direction in response to a changing situation. What led up to the situation? What steps did you take? What obstacles did you encounter? What was the outcome or result?

Technology Application

- Describe a situation in which you computerized a manual task. What steps did you take? What obstacles did you encounter? What was the outcome or result?
- Describe a situation in which you used computers or other equipment to help accomplish work. What steps did you take? What obstacles did you encounter? What was the outcome or result?

Administration and Management

- Tell us about a time when you managed a large-scale project and, had to adjust schedules to meet the deadline. What steps did you take? What obstacles did you encounter? What was the scope of your responsibility? How did you establish the program objectives? What was the situation? What action did you take? What was the outcome?

Project Management

- Describe a project that you had to manage. What was scope of your responsibility? How did you determine if team members were qualified? What actions did you take to ensure the project was completed on time, within budget, and a high quality product was achieved? If resources had to be reallocated, what did you do? What was the outcome of the project?

Contracting/Procurement

- Describe a time you had to secure or monitor a contract. What was the scope of your responsibility? What were the outcomes of your actions?
- Describe an instance when you had to utilize the procurement process to obtain resources. What was the scope of your responsibility? What were the outcomes of your actions?