

Questions from Office of Personnel Management
HR Manager Data Base

Information Technology

Administration and Management

- Tell us about a time in which you had to manage a variety of tasks and coordinate the efforts of a team to accomplish those tasks. 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?
- Tell us about a time when you managed a large-scale IT project and had to adjust schedules to meet a 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?
- Tell us about your experience in coordinating the work of project members and outside support units (i.e., other departments, contractors). 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?

Arithmetic

- Describe a situation in which you used arithmetic computations to complete a task, project, or assignment. What steps did you take to ensure accuracy? What specific computations were needed? What was the outcome?
- Describe a situation in which your arithmetic computations were critical to making a decision. What steps did you take to ensure accuracy? What specific computations were needed? What was the outcome?

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?

Creative Thinking

- 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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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?

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? What was the outcome or result?
- 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?

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?

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?

Vision

- Describe a situation in which you helped meet your organization's vision. What was involved and what was your role? 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?

Computer Languages

- Describe a situation or project in which you used one or more computer languages. What was the scope and complexity of your work? What were the outcomes? What key decisions did you make? How did your work impact the organization?
- Describe the types of computer languages that you have used to perform your work. What was the scope and complexity of your work? What were the outcomes? What key decisions did you make? How did your work impact the organization?

Computer Forensics

- Describe a situation in which you recovered data or preserved electronic evidence. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your involvement with data recovery and preservation of electronic evidence. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Database Administration

- Describe a situation in which you have administered database management systems. What exactly did you do? What types of data did you analyze? What size database did you work with? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your experience with database administration. What exactly did you do? What types of data did you analyze? What size database did you work with? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Encryption

- Describe a situation in which you used encryption to keep data or information secure. What key decisions did you make? How did your work impact the organization? What outcomes have resulted from your work? What tools and techniques did you use? What exactly did you do?
- How have you applied encryption technology in your work? What key decisions did you make? How did your work impact the organization? What outcomes have resulted from your work? What tools and techniques did you use? What exactly did you do?

Hardware

- Describe a situation in which your knowledge of hardware components helped you solve a problem. What types of components did you work with? What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization?
- Describe your experience with hardware components. What types of components did you work with? What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization?

Information Assurance

- Describe a situation in which you implemented information assurance methods and procedures to protect information systems and data. How did you determine which methodology or procedure to use? What exactly was your role? What were the outcomes? What key decisions did you make?

How did your work impact the organization? Did you ever apply your information assurance practices? If so, describe the outcome?

- Describe your involvement with information assurance practices. How did you determine which methodology or procedure to use? What exactly was your role? What were the outcomes? What key decisions did you make? How did your work impact the organization? Did you ever apply your information assurance practices? If so, describe the outcome?

Information Resources Strategy and Planning

- Describe a situation in which you have assessed, planned, managed, monitored, and evaluated information technology. What exactly was your role? What methods and techniques did you use? What were the outcomes? What were some of the steps you took to develop your strategy and plans? What key decisions did you make? How did your work impact the organization?
- Describe your involvement with information resources strategy and planning. What exactly was your role? What methods and techniques did you use? What were the outcomes? What were some of the steps you took to develop your strategy and plans? What key decisions did you make? How did your work impact the organization?

Information Systems Security Certification

- Describe a situation in which you identified information system vulnerabilities. What exactly was your role? What were the steps you used to determine whether the system was in compliance? What were the outcomes? How did your work impact the organization?
- Describe a situation in which you used tools and techniques to evaluate information systems security. What exactly was your role? What were the steps you used to determine whether the system was in compliance? What were the outcomes? How did your work impact the organization?
- Describe from beginning to end (i.e., system specifications to software development to security testing to fielding) one example of the use of your information security expertise in developing a system. What exactly was your role? What were the steps you used to determine whether the system was in compliance? What were the outcomes? How did your work impact the organization?

Information Systems/Network Security

- Describe a time when you dealt with the interoperability of different operating systems, applications, and firewalls. What exactly was your role? What tools and procedures did you use? What were the outcomes? What steps did you use to develop your security practices? What key decisions did you make? How did your work impact the organization?
- Describe how you have addressed information security across an organization or enterprise. What exactly was your role? What tools and procedures did you use? What were the outcomes? What steps did you use to develop your security practices? What key decisions did you make? How did your work impact the organization?
- Describe your involvement with correcting vulnerabilities, such as denial of service, and authorized access. What exactly was your role? What tools and procedures did you use? What were the outcomes? What steps did you use to develop your security practices? What key decisions did you make? How did your work impact the organization?

Information Technology Architecture

- Describe a situation in which you used your knowledge of information technology architecture to solve a problem. What exactly was your role? What types of information architecture technology components did you use? What were the outcomes? What key decisions did you make? How did your work impact the organization? Describe some improvements that resulted from your work
- Describe your involvement with information technology architecture. What exactly was your role? What types of information architecture technology components did you use? What were the outcomes? What key decisions did you make? How did your work impact the organization? Describe some improvements that resulted from your work.

Infrastructure Design

- Describe a situation where you were involved in designing a computer infrastructure. How did you approach infrastructure design? What methodology did you use in your design concept? What exactly was your role? What steps did you use to develop the infrastructure design? What were the outcomes? What key decisions did you make? Describe some improvements that resulted from your work.

Network Management

- Describe a time when the network went down and the steps that you took to fix it. What were the outcomes? How did it impact the organization? What steps did you take to prevent it from happening again? What were the outcomes? What exactly was your role? How did your work improve the network's efficiency? What key decisions did you make? How did your work impact the organization?
- Describe an approach you have used to improve network performance. What were the outcomes? How did it impact the organization? What steps did you take to prevent it from happening again? What were the outcomes? What exactly was your role? How did your work improve the network's efficiency? What key decisions did you make? How did your work impact the organization?

Operating Systems

- Describe the scope and complexity of your knowledge of operating systems and how you have applied it to your work. What key decisions did you make? What were the outcomes? How did your work impact the organization? What are some of the operating system software components you have used? What are some connectivity problems you have encountered? What corrective and preventive steps did you take?
- Describe what experience you have had in upgrading an operating system. What key decisions did you make? What were the outcomes? How did your work impact the organization? What are some of the operating system software components you have used? What are some connectivity problems you have encountered? What corrective and preventive steps did you take?

Operations Support

- Describe a situation that you found difficult to troubleshoot. What exactly was your role? What were the outcomes? Describe your experience with implementing new software. What key decisions did you make? How did your work impact the organization?
- Describe a situation where you used procedures to ensure production or delivery of products and services. What exactly was your role? What were the outcomes? Describe your experience with implementing new software.

What key decisions did you make? How did your work impact the organization?

Product Evaluation

- Describe a situation in which you have researched and analyzed external products. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your experience with product evaluation. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Project Management

- Describe the methods, principles, or tools you have used to manage an IT project. What was the situation? What action did you take? What was the outcome? What caused the need to reallocate resources? How did you determine who was qualified? How did you develop the project plans?
- Tell me about a time when you had to alter the planned resource allocations to enable you to meet a deadline, or come closer to meeting the deadline. What was the situation? What action did you take? What was the outcome? What caused the need to reallocate resources? How did you determine who was qualified? How did you develop the project plans?
- Tell me about a time when you have had to work with different groups (i.e., vendors, clients, web design team) to define project requirements. What was the situation? What action did you take? What was the outcome? What caused the need to reallocate resources? How did you determine who was qualified? How did you develop the project plans?
- Tell me about your experience developing project plans, identifying resource requirements, and qualifying team members. What was the situation? What action did you take? What was the outcome? What caused the need to reallocate resources? How did you determine who was qualified? How did you develop the project plans?

Requirements Analysis

- Describe a situation in which you used requirements analysis to solve a problem. What exactly did you do? What were the outcomes? What key

decisions did you make? How did your work impact the organization? What tools and techniques did you use?

- Describe your experience with requirements analysis. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Risk Management

- Describe a situation in which you used methods and tools to assess and mitigate risk to information systems and data. What risk management methodologies did you use and what were the outcomes? What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization?
- Describe your involvement with risk management practices. What risk management methodologies did you use and what were the outcomes? What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization?

Software Development

- Describe a situation or project in which you designed, developed, and tested software. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your experience with software development. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Software Engineering

- Describe a situation in which you used software engineering methodology to solve a problem. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your experience with software engineering. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Software Testing and Evaluation

- Describe a situation in which you tested and evaluated software. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- Describe your experience with software testing and evaluation. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?

Standards

- Describe a situation in which you used your knowledge of information systems standards to solve a problem. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization? How have you applied these standards to your work?
- What type of standards are you familiar with? What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization? How have you applied these standards to your work?

Systems Integration

- Describe a situation in which you optimized, integrated, and installed information system components. What exactly was your role? What key decisions did you make? What were the outcomes? How did you resolve it? What preventive measures did you take to ensure the problem did not happen again?
- Describe the most difficult system integration problem you have encountered. What exactly was your role? What key decisions did you make? What were the outcomes? How did you resolve it? What preventive measures did you take to ensure the problem did not happen again?

Systems Life Cycle

- Describe a situation in which you used your knowledge of systems life cycle concepts to solve a problem. What exactly was your role? What key

decisions did you make? What were the outcomes? How did your work impact the organization?

- Describe your involvement with systems life cycle management. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization?

Technical Documentation

- Describe the most challenging technical documentation you have developed. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization? What documentation tools and techniques did you use?
- Describe the procedures you have used to develop technical and operational support documentation. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization? What documentation tools and techniques did you use?

Technology Awareness

- Describe a situation in which you monitored and evaluated new developments in information technology and how you applied them to business processes. How did you apply this to your organization? What exactly did you do? What were the outcomes? What key decisions did you make?
- How have you monitored and evaluated new technology? How did you apply this to your organization? What exactly did you do? What were the outcomes? What key decisions did you make?

Telecommunications

- Describe a situation in which you used your knowledge of telecommunications to solve a problem. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization?
- Describe your involvement with telecommunication systems. What exactly was your role? What key decisions did you make? What were the outcomes? How did your work impact the organization?

Web Technology

- Describe a situation in which you used web technologies, tools and delivery systems. What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?
- How have you applied web technology in your work? What exactly did you do? What were the outcomes? What key decisions did you make? How did your work impact the organization? What tools and techniques did you use?