



PDG BEHAVIORAL EVENT INTERVIEWING (BEI) QUESTIONS

Competency Based BEI Model

The theory behind BEI is that past behavior predicts future performance. BEI is the practice of structuring interviews to collect information about past behaviors by asking open-ended questions relating to particular key skills or competency areas. Targeting questions about a potential employee's past experience increases the predictive accuracy of a candidate's performance on the job, and positions us with a better ability to hire right the first time.

PDG's BEI questions are directly related to the PDG Competency Model. For every competency there are a series of questions that relate directly to the types of behaviors that exemplify that competency.

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BEI QUESTIONS FOR ALL POSITIONS

Competency: Achievement

Identify and accomplish challenging professional goals and objectives

- Tell me about the accomplishment you are most proud of and why?
- What risks were you willing to take to achieve goals set for yourself?
- Describe your future goals and the steps you plan on taking to reach these goals.
- Explain a project you undertook on your own initiative that made a major impact on your department.

Competency: Analysis

Review and analyze a wide variety of information and be able to recommend a specific course of action.

- Tell me about a time you were asked to evaluate a situation and recommend a new approach. What factors did you take into consideration when analyzing the data?
- Give me an example of a potential work problem that you anticipated and resolved. What are some of the measures you took to prevent the situation from becoming a problem in the future?
- How do you stay attuned to new trends in your area of expertise?

Competency: Communication

Take the initiative to communicate accurate, up-to-date plans and information to direct reports, peers, and management. Express thoughts clearly, both verbally and in writing. Listen and understand the views of others.

- When communicating with others, do you generally write them a memo or e-mail, call them, or talk to them in person?
- Tell me about a time when someone returned one of your reports/projects/papers because they didn't understand it. What did you do?
- Describe a time when your ability to listen helped you communicate better.
- What seminars or courses (if any) have you taken in communication, business writing, effective speaking, etc.?
- **For ID, SIM and Other roles requiring a large amount of writing:** This job requires you to spend a large amount of time writing. How would your peers describe your writing skills? What is the approach you take when given a writing assignment?



Competency: Decision Making

Make decisions while exhibiting judgment and a realistic understanding of issues; demonstrate an ability to use reason, even when dealing with emotional topics.

- What technique do you use in making decisions? Describe, in detail, a situation in which you used your training and experience in making a decision that required sound judgment.
- What is the most difficult business decision you have had to make? How did you handle it?
- Tell me about a time when you involved others in the decision-making process.
- In your current or previous job, what decision did you ponder the longest before making? Why was it difficult?

Competency: Flexibility

Recognize and respond to unanticipated events and requirements—do what is necessary to achieve desired results.

- Describe a time in your current or most recent job when your leader assigned you a rush project even though you had other important priorities at the time. How did you feel and what was your response?
- Explain a situation where you adapted your behavior and communication style to gain cooperation on a team project.
- Tell me about a time when you were able to adapt to a difficult-to-deal with peer or employee.

Competency: Initiative

Actively seek opportunities to make a contribution rather than passively accepting situations. Take action to achieve goals beyond what is necessarily called for; originate action.

- Tell me about a project you generated on your own and what prompted you to initiate it.
- Give me an example of how you made a change in a work-related procedure or process. Why did you make the change? What were the results of that change?
- Tell me about some new ideas or suggestions you have made in your current or most recent job. Which (if any) were accepted and why? If none were accepted, how did that make you feel?
- What do you do differently that other employees in your current role?
- What have you done to add value to your department?

Competency: Motivation

Maintain a high level of interest and enthusiasm for job responsibilities. Develop a demonstrated record as a motivated self-starter.

- Give me an example of when you felt the greatest sense of achievement.
- All jobs have their frustrations and problems. Describe an example of specific job conditions, tasks or assignments that have been dissatisfying to you. What did you do?
- What gave you the greatest feeling of achievement in your current or most recent role?



- What negatively impacts your motivation in a job?

Competency: Planning and Time Management

Establish a course of action for yourself or others to accomplish a specific goal.

- How do you ensure you met your objectives? Give me an example of a project you were given and how you accomplished it.
- How do you prioritize your daily, weekly, and recurring responsibilities?
- Give me an example of when you had conflicting priorities and how you completed them on time.
- Tell me about a time when you used your organizing and scheduling skills to create a productive work environment.
- What types of project planning and administration tools do you enjoy using?

Competency: Problem Solving

Identify and define problems by gathering relevant information leading to the development of alternative solutions.

- Do you use any particular problem solving techniques? Please explain.
- Describe a problem you solved where you used your investigative skills to get to the heart of the problem.
- Give me an example of a problem you dealt with that frustrated you. Explain why, and what you did about it.
- In your current or most recent role, how much autonomy do you have in the problem-solving process? When does your leader need to get involved? Was this suitable to you or do you prefer more or less involvement from your leader?
- Describe a problem you identified and explain how you obtained agreement and support from key individuals as you developed solutions.

Competency: Team Building

Promote cooperation within your department and in interactions with other departments. Value differences among team members and work successfully in groups with diverse influences.

- What sets your work group or department apart from others in your organization?
- Tell me about a task force or project team that you were a member of and the role you played in that group.
- Give me an example of a difficult situation with another department that you had to work with regularly and how you resolved it.



BEI QUESTIONS FOR POSITIONS WITH DIRECT REPORTS

Competency: Interpersonal Effectiveness

Establish productive, cooperative relationships with direct reports, peers and management. Understand and respond to others' needs and priorities. Resolve conflict in positive ways.

- Give me an example of a time when you encountered conflict with another department. Tell me how you resolved it.
- Describe a difficult employee relations issue you were involved with and how you managed it.
- Tell me about a situation where you had to demonstrate empathy or sympathy to someone.
- Explain a time when you were sensitive to the diversity of a team or group you were working with and how you affected the productivity of that group.

Competency: Judgment

Weigh alternative courses of action and make decisions based on facts, rational and logical assumptions, and organizational resources.

- Describe a decision you recently made and identify the process that led you to that decision. What were some of the sources you used to reach that decision? What were some of the issues you took into consideration?
- Give me an example of a good decision you made in the last six months. What were the alternatives? Why was it a good decision?
- What was the toughest decision you had to make in your current or most recent role? How did you handle it?
- Give me an example of a time when you had to ask your leader for assistance on a project or situation. What was the outcome?

Competency: Leading and Influencing Others

Use appropriate interpersonal styles and methods to guide individuals or groups toward achieving results.

- Describe a situation in which you had to gain cooperation of others outside of your area or organization where you had no authority. What were the challenges and how did you overcome them?
- Have you ever developed a mission statement for your department or team? How did you go about it?
- Describe the role you usually take in a task team situation.



Competency: Managing Others

Motivate, train, and develop a diverse workforce and provide an environment conducive to achievement and growth.

- How would your current or most recent direct reports describe you as a manager? What would they say are your strengths? Opportunities for improvement?
- How would you describe yourself as a leader?
- Describe a behavior related employee relations issue you dealt with recently. How did you handle it and what was the outcome?
- How do you communicate organizational changes and other relevant information to your direct reports?
- What methods do you use to accomplish the projects that add value to your department?
- Give me an example of a performance issue in your department and how you managed it.