| 1. In your experience, what is the key to developing a good team? (Look for how they build mutual trust, respect, and cooperation.)   |
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| 2. Describe an experience in which you successfully directed and/or coordinated activities of a buying, selling, or distributing staff. What made you successful?           |
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| 3. What is the most challenging part of budgeting for you?  |
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| 4. Tell me about your last experience recruiting, interviewing, or hiring an employee. What techniques did you find most effective in finding the right person for the job? |
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| 5. Name a time when your advice to management led to an improvement in your company or otherwise helped your employer.  |
|   |
| 6. Please share with me an example of how you helped coach or mentor someone. What improvements did you see in the person's knowledge or skills?                            |
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| 7. Provide an example of when you set expectations and monitored the performance of subordinates. What guidance and direction did you find most effective?                  |
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| 8. Provide an example of a time when you successfully organized a diverse group of people to accomplish a task.   |
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| 9. Share an experience you had in dealing with a difficult person and how you handled the situation.  |
|   |
| 10. Share an experience in which you successfully shared a difficult piece of information. (Make sure that the candidate has open lines of communication.)                  |
|   |
| 11. Tell me how you organize, plan, and prioritize your work.   |
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| 12. What are some long-range objectives that you developed in your last job? What did you do to achieve them?   |
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| 13. Share an experience when you applied new technology or information in your job. How did it help your  |

| company?  |
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|   |
| 14. Tell me about an experience in which you analyzed information and evaluated results to choose the best  |
| solution to a problem.  |
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| 15. Would you consider analyzing data or information a strength? How so?                                    |
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| 16. Share an example of a time you had to gather information from multiple sources. How did you determine   |
| which information was relevant?   |
|   |
| 17. Tell me about the last time you oversaw the work of someone else. How did you effectively motivate,     |
| develop, and direct the worker(s)?  |
|   |
| 18. Describe an experience in which your ability to work well with others and reconcile differences helped  |
| your company or employer. (Make sure the candidate knows how to negotiate.)                                 |
|   |
| 19. Describe a time when you successfully persuaded another person to change his/her way of thinking or     |
| behavior.   |
|   |
| 20. Share an experience in which you successfully coordinated with others. How about a coordination effort  |
| that was not as successful?   |
|   |
| 21. Provide an example when you were able to prevent a problem because you foresaw the reaction of another  |
| person.   |
|   |
| 22. What have you found to be the best way to monitor the performance of your work and/or the work of       |
| others? Share a time when you had to take corrective action.  |
|   |
| 23. Name a time when you identified strengths and weaknesses of alternative solutions to problems. What was |
| the impact?   |
|   |
| 24. Please share an experience in which you presented to a group. What was the situation and how did it go? |
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| 25. Provide an example of a time when you were able to demonstrate excellent listening skills. What was the |

| situation and outcome?   |
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| 26. What is the key to a successful budget?  |
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| 27. Share an effective approach to working with a large amount of information/data. How has your approach        |
| affected your company?   |
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| 28. Provide an example when your ethics were tested.   |
|  |
| 29. Give me an example of when you thought outside of the box. How did it help your employer?                    |
|  |
| 30. Provide an experience that demonstrates your ability to manage time effectively. What were the challenges    |
| and results?   |
|  |
| 31. How would you rate your writing skills? (Ask for an example that demonstrates great writing skills.)         |
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| 32. Share an experience in which your ability to consider the costs or benefits of a potential action helped you |
| choose the most appropriate action.  |
|  |
| 33. Share an experience in which your understanding of a current or upcoming problem helped your company         |
| to respond to the problem.   |
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| 34. Describe an experience in which you identified the educational needs of your students and successfully       |
| developed a way to teach/train them.   |
|  |
| 35. Share an experience in which you represented your company in negotiating a difficult contract with a         |
| supplier.  |
|  |
| 36. In your experience, what is the key to ensuring your company was compliant with all laws, regulations and    |
| standards that were applicable to your area of responsibility?   |
|  |
| 37. Share an example of when you went above and beyond the "call of duty". (Look for answers that show the       |
| candidate is dependable.)  |
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| 38. Name a time when your patience was tested. How did you keep your emotions in check?                        |
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| 39. Share a time when you willingly took on additional responsibilities or challenges. How did you             |
| successfully meet all of the demands of these responsibilities? (Make sure the candidate is a self-starter and |
| can demonstrate some initiative.)  |
|  |
| 40. Tell me about the last staff you interviewed, hired, and trained.  |
|  |
| 41. Share an experience in which you used new training skills, ideas, or a method to adapt to a new situation  |
| or improve an ongoing one. (Look for the candidate's ability to learn.)  |
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| 42. Provide a time when you dealt calmly and effectively with a high-stress situation.                         |
|  |
| 43. Provide an experience in which your ability to actively find ways to help people improved your company     |
| or your own work ethic.  |
|  |
| 44. Share an experience in which you successfully located a vendor and interviewed them about product          |
| availability and terms of sale.  |
|  |
| 45. Provide a time when you worked in a rapidly evolving workplace. How did you deal with the change?          |
| (Make sure the candidate is flexible.)   |
|  |
| 46. Please share an experience in which you successfully taught a difficult principle or concept. How were you |
| able to be successful?   |
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| 47. Share an experience in which your attention to detail and thoroughness had an impact on your last          |
| company.   |
|  |
| 48. How do you balance cooperation with others and independent thinking? Share an example. (Try to             |
| determine if the candidate has a cooperative attitude or is otherwise good-natured.)                           |
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| 49. Share an experience in which your willingness to lead or offer an opinion helped your company.             |
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| 50. Provide an example of when you were persistent in the face of obstacles.                                   |

| 51. Tell me about the last time you monitored or reviewed information and detected a problem. How did you respond?   |
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| 52. Share an example of when you established and accomplished a goal that was personally challenging. What helped you succeed?                                       |
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| 53. Tell me about the last time you prepared and processed a requisition and purchased the orders for supplies.  |
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| 54. Share an experience in which you successfully developed and/or implemented purchasing or contract management procedures/policies.                                |
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| 55. Tell me about the last time you maintained records of goods ordered and received.  |
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| 56. Describe the last time you prepared a bid award which required board approval.   |
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| 57. Provide a time when you analyzed market and delivery systems and successfully assessed material availability.  |
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| 58. Describe a time when your participation in the development of specifications for a product helped your company.  |
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| 59. Tell me about a time when you developed your own way of doing things or were self-motivated to finish an important task.   |
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| 60. Share an experience in which you successfully resolved a grievance.  |
|  |
| 61. Tell me about specifications for issuing and awarding bids which you approved. How about specifications  |
| you did not approve?   |
| 62. Tall me about the last hudget you controlled   |
| 62. Tell me about the last budget you controlled.  |
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| 63. Share an experience in which personal connections to coworkers or others helped you to be successful in your work. (Make sure candidate works well with others.) |

| 64. Share with me your last experience reviewing purchase order claims and contracts for conformance to      |
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| policy.  |
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| 65. Name a time when your creativity or alternative thinking solved a problem in your workplace.             |
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| 66. Tell me about the last reports you prepared with regard to market conditions or merchandise costs.       |
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| 67. Tell me about your last experience administering online purchasing systems.                              |
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| 68. Provide a time when you were able to identify a complex problem, evaluate the options, and implement a   |
| solution. How did the solution benefit your employer?  |
|  |
| 69. Provide an experience in which you were sensitive to somone's needs or feelings. How did your            |
| helpfulness affect your work environment?  |
|  |
| 70. Share an experience in which you conducted a test of a product, service, or process and successfully     |
| improved the quality or performance.   |
|  |
| 71. Share an experience in which your diligence of inspecting equipment, structures, or materials helped you |
| identify a problem or the cause of a problem.  |
|  |
| 72. Describe a time when you successfully provided personal assistance to a coworker or patron.              |
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