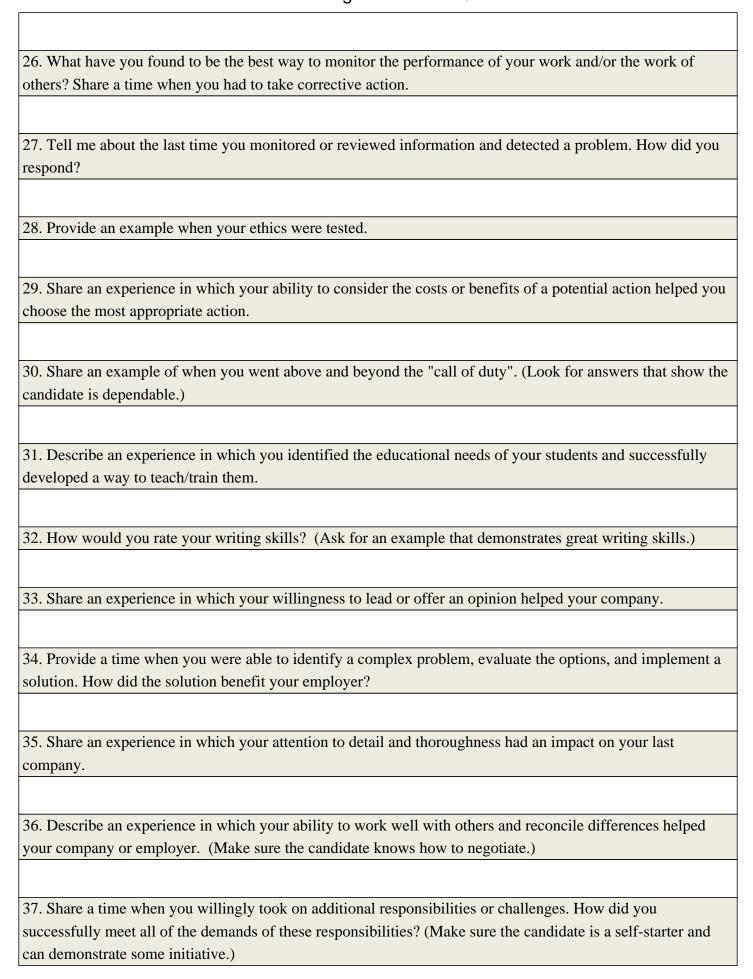
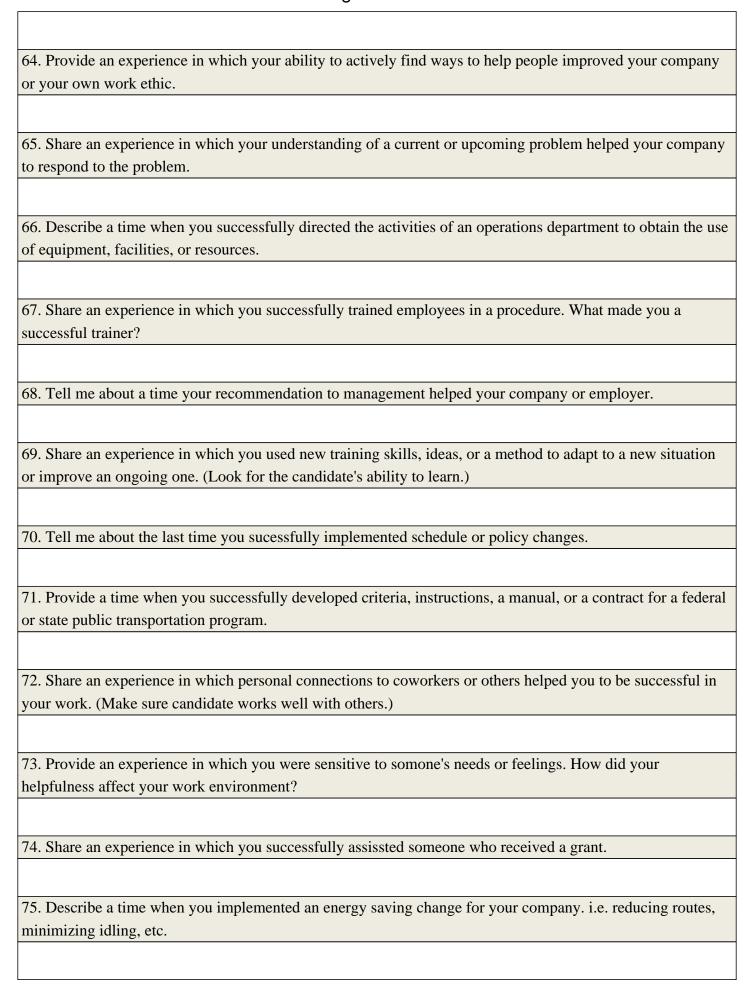
1. In your experience, what is the key to developing a good team? (Look for how they build mutual trust, respect, and cooperation.)
2. Tell me about the last plan, policy, or budget you developed based on financial information which successfully increased the profits or improved the services of your company.
3. What is the most challenging part of budgeting for you?
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?
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?
7. Provide an example of when you set expectations and monitored the performance of subordinates. What guidance and direction did you find most effective?
8. Provide an example of a time when you successfully organized a diverse group of people to accomplish a task.
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.
12. Share an experience when you applied new technology or information in your job. How did it help your company?
13. Give me an example of when you thought outside of the box. How did it help your employer?

14. Tell me about an experience in which you analyzed information and evaluated results to choose the best
solution to a problem.
15. Would you consider analyzing data or information a strength? How so?
16. 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?
17. Share an effective approach to working with a large amount of information/data. How has your approach affected your company?
18. Share an example of a time you had to gather information from multiple sources. How did you determine which information was relevant?
19. Provide an experience that demonstrates your ability to manage time effectively. What were the challenges and results?
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. Name a time when you identified strengths and weaknesses of alternative solutions to problems. What was the impact?
23. Please share an experience in which you presented to a group. What was the situation and how did it go?
24. Provide an example of a time when you were able to demonstrate excellent listening skills. What was the situation and outcome?
25. What are some long-range objectives that you developed in your last job? What did you do to achieve them?



38. Share an experience in which you successfully set operations policies and standards.
39. Provide a time when you dealt calmly and effectively with a high-stress situation.
40. Provide an example of when you were persistent in the face of obstacles.
41. Describe a time when you managed the work of a subordinate staff and successfully ensured that the work
was accomplished in a manner consistent with organizational requirements. How did you succeed in this task?
42. Tell me about the last time you oversaw the work of someone else. How did you effectively motivate, develop, and direct the worker(s)?
develop, and direct the worker(s).
43. Describe a time when you successfully persuaded another person to change his/her way of thinking or
behavior.
44. Provide a time when you worked in a rapidly evolving workplace. How did you deal with the change?
(Make sure the candidate is flexible.)
45. Share an example of when you established and accomplished a goal that was personally challenging. What
helped you succeed?
46. Share an experience in which you conducted an investigation of a transportation accident and effectively
improved safety procedures in your company. How did you successfully communicate with those involved in the investigation?
47. 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.)
48. Name a time when your patience was tested. How did you keep your emotions in check?
49. Tell me about a difficult contract you successfully negotiated and monitored to fulfillment.
50. Tell me about a time when you developed your own way of doing things or were self-motivated to finish

an important task.
51. Share an experience in which you successfully supervised workers assigning tariff classifications or
preparing billing. What made you a successful supervisor?
52. Tell me about the last time you monitored spending to ensure it was consistent with the budget.
53. Share an experience in which your collaboration with other managers or staff helped you to successfully
formulate and implement a policy, procedure, goal, or objective.
54. Provide a time when you conducted a safety audit or met with staff about safety which helped you improve
safety in your workplace.
55. Please share an experience in which you successfully taught a difficult principle or concept. How were you
able to be successful?
56. Tell me about the last time you participated in a union contract negotiation and helped settle grievances.
57. Share an experience in which your recommendation of capital expenditures for acquisition of new
equipment to increase efficiency or services had good results.
58. Describe the last time you successfully directed the procurement process for a company.
59. Share an experience in which you successfully investigated and resolved a complaint.
60. Name a time when your creativity or alternative thinking solved a problem in your workplace.
oo. Name a time when your eleanvity of alternative timiking solved a problem in your workplace.
61. Tell me about an experience in which your monitoring of operations helped a staff member to comply with
a policy, rule, cotract, or regulation.
62. Share an experience in which you successfully directed the staff in charge of repairing or maintaing
equipment, vehicles, or facilities.
63. Tell me about your last experience directing the activities of transportation vehicles.



76. Share a time when you selected transportation or communications system technology that reduced cost or
environmental impact.
77. Provide a time when you were able to make an educated choice for the purchase of transportation vehicles
or equipment for your company.
78. Describe a time when you maximized the efficiency or effectiveness of the transportation services of your
company while directing central load control centers.
79. Share an experience in which you successfully developed or implemented a plan to improve transportation
services control from a load control center operation.
80. Tell me about a time when your ability to analyze needs and product requirements helped you create an
effective design or make an informed decision to benefit your company.
81. What is the key to a successful budget?