

APPENDIX C

BEHAVIORAL QUESTIONS FOR CORE SELECTION CRITERIA

PERSONALITY ATTRIBUTES

INITIATIVE – Willingly does work without being asked or waiting for instructions; self-starting; offers suggestions for improvement; voluntarily helps others; confronts and handles problems and situations.

Tell us about a time when you made an improvement suggestion to your supervisor.

Describe how you prepared for this interview.

What personal skill development actions have you completed in the last year?

In your current job, how do you determine what tasks you will work on each day?

Describe a time when you tackled a tough and/or unpopular assignment.

In your current or previous job, describe two different times when you displayed exceptional or noteworthy initiative.

Have you ever received a formal award or commendation for taking initiative, either on the job or off? Tell us about it.

What community service are you currently involved with and tell us how you got involved and how much time you spend on it?

Using your current or previous job as a reference, describe the specific things you do to help your co-workers.

Using your current job as a reference point, describe two examples of you doing more than what is expected of you.

Tell us about a time when you tackled a problem or situation that others avoided or refused to handle.

Describe a project that was suggested, planned and implemented mainly through your efforts.

Tell us about a time when you felt it necessary to change the way you do your job.

Tell us about any additional training or education you have completed since graduating from high school, college or university.

Have you ever been confronted by a problem situation that you felt your boss should handle but they were not there to do so? Tell us about it.

In your current position, how do you assist others to do their job?

How have your responsibilities changed since you started your current job?

What goals have you set and achieved in the last two years?

Give us an example of a time you worked the hardest and felt the greatest sense of achievement.

How was your college, university or vocational education financed?

Tell us what you know about this organization.

Tell us about a time when you had to defend an idea or decision to your boss.

WORK STANDARDS - Work tasks are completed thoroughly, accurately, in a timely manner and with good quality; sets high standards for self and others; willingly puts in the time, however long it takes, to do the job.

On your current job, how do you personally assess how well you are performing?

Give us two examples of when your work was more thorough, accurate or of a higher quality than you co-workers.

Describe a time when you and your supervisor had a disagreement about your work performance.

Tell us about a time when you had to make a formal presentation of at least one hour or more.

Tell us about a time when you had more work than you could reasonably handle in a normal workday.

Have you ever completed and printed off a lengthy report ready for submission only to discover some minor errors? Describe the circumstances.

Describe a time when your work demands conflicted with your family needs.

Have you ever received recognition for exceptional work? Tell us about it.

Give us two examples where people came to you to do additional work because you had done a good job for them before.

Describe a time when your work was not up to your personal standards.

Everyone at some time has had their work criticized or rejected. Tell us about a time when this has happened to you.

Have you ever had to discipline or fire an employee for poor work performance? Please describe the circumstances.

Tell us about a time when you went beyond the norm and put in extra hours to complete a task.

Describe a time when a problem was not resolved to your satisfaction.

Did your grades in school represent your best achievement? Please comment.

In your current job, how do you value or measure the success of your work?

How many hours of overtime have you voluntarily worked in the last three months?

Tell us about a time when you delivered more work than was expected.

Have you ever been in a situation when you had to disregard the instructions of your Supervisor? Tell us about the situation.

Have you ever been in a job situation when you felt you were being stuck with all the work? Please explain the circumstances.

Tell us about a few of your achievements that have been recognized by your supervisors.

What were some of your most important accomplishments in your job at _____ ?

What areas of your work have been criticized most often?

Tell us about some task or project you started but could not finish.

Describe a time when you were criticized for the way you handled a project.

How did your last supervisor evaluate your performance?

RELIABILITY - Can be counted on to meet job performance expectations; completes assigned tasks and projects on time; does what they say they will do; reports to work on time; has a low level of absenteeism.

How many absenteeism days did you have in the last two years and what were the reasons?

How many days have you been late for work in the last year and what were the reasons?

How did your last supervisor rate your reliability with regards to doing your work, attendance, reporting to work on time and leaving work on time?

Describe two times in the last year when you told someone you would do something and you worked through adversity to do it.

Periodically, everyone has promised to do something for a co-worker or supervisor and for whatever reason, they were unable to follow through on that promise. Tell us about a time when this has happened to you.

Describe a time when you were unable to complete a project or major task on time.

Tell us about a task or project you started, but had to abandon.

At one time or another, everyone has been told their work did not meet the organization's expectations. Tell us about a time when this happened to you.

How often have you missed deadlines in the last two years.

Describe a time when a close friend or colleague said you let them down.

Have you ever cancelled an important family event in order to work late or come in on your day off? Please explain the circumstances.

HONESTY - Communicates with others in an honest and direct manner; does not distort, exaggerate or misrepresent information; does not show deceitful, manipulative, fraudulent, criminal or other unacceptable behavior; adheres to organizational policies and rules.

Have you ever been convicted of a criminal offence related to the position under consideration?

Have you ever been refused bonding? If so, please explain the circumstances.

At work, we have all had to avoid telling the truth at one time or another. Tell us about a time you had to do this and the circumstances that required it.

In your opinion, what percentage of employees steal items such as stationary, tools, materials and equipment from their employer?

In your opinion, what percentage of employees inflate or "pad" their expense accounts?

Describe a time when you had to communicate some very negative, potentially hurtful information to another person.

Tell us about a time when you had to provide performance feedback to a poor performer.

Have you ever been fired from a job? If so, tell us about the circumstances.

Describe a time when you had to say no to a colleague or employee and you felt very uncomfortable for having done so.

Tell us about a time when you were asked to compromise your principles or ethical standards.

When was the last time you had to admit you were wrong? Please explain the circumstances.

Have you ever been in a situation where people questioned your honesty or integrity? Please tell us about it.

Describe a recent moral or ethical dilemma you have encountered.

Everyone has to bend the rules some time in order to get the job done. Describe a time when you had to do this.

Tell us about a time when you were unable to meet a commitment that you made.

Everyone has had to withhold information from a direct report, supervisor, fellow employee or customer for a justifiable reason. Tell us about a time when you had to do this.

Describe a time when you had to bend your personal standards to get the job done.

Have you ever been counselled or disciplined for breaking a company rule or policy? If so, tell us about the situation.

When attending school, did you ever encounter a person paying to get a paper, essay or thesis written for them? Please tell us about the incident.

Tell us about your experience with working in a position of trust.

Have you ever been asked to do something you considered immoral or unethical? Please describe the situation.

Have you ever witnessed or been made aware of a fellow employee doing something inappropriate, unethical or immoral? Tell us about it.

Have you ever been in a situation when a customer wanted a more expensive product or service but you knew they only needed a less expensive one? If so, please describe the situation.

ADAPTABILITY – Willingness and ability to adapt to changing conditions, processes, policies and laws; tries a different approach, option or solution when the current one is not working.

Describe a job related circumstance when you had to make a significant change in the way you had been doing things.

Tell us about a time when you felt it was better not to change your approach when the opportunity to change presented itself.

Have you ever been in a situation when you disagreed with a new organizational policy or rule? Tell us about it.

Describe some significant changes you have made in your personal life over the past two years.

In the last year, how have you changed the way you do your job?

Tell us about a time when you really “dug in your heels” and refused to co-operate with a rule or policy change.

Give us an example of a time when things were not working and you seemed to have reached a dead end.

Have you ever had a person express the sentiment of, “why change when the way we are doing it is working?” If so, tell us about the situation.

Tell us about a time when you were asked to do some work outside the normal scope of your job.

Tell us about a time when you made a successful adaptation to a change in process, policy or condition.

Explain to us, the extent of your computer knowledge and skills.

Describe the types of job training you have completed in the last two or three years.

Tell us about a time when you had trouble selling your supervisor on an idea.

Tell us about a time when there was no set procedure or precedent to help you solve a problem.

What setbacks or failures have you had in your life?

Tell us about a time you had to overcome a big obstacle to get the task or project done.

What crisis situations have you been confronted with in the last year?

Describe a time when your supervisors rejected a recommendation you had made.

Describe a time when you became aware of new technology that could help your organization and you went ahead and applied it.

Tell us about a time when you seemed to be on the wrong side of an issue.

ABILITIES AND SKILLS CRITERIA

PLANNING AND ORGANIZING – Ability to identify and structure tasks/activities for self and others to complete an assignment or project.

Describe what you do when you go into work on a normal work-day.

Have you ever been in a situation where you had too much to do and not enough time to do everything? Tell us about it.

Have you ever lead a project group or team? Tell us about it.

Tell us about a time when you had to extend a deadline.

Describe a time when a project you were working on turned out badly.

Have you ever had to schedule a lot of work for a number of people? If so, please tell us about the situation.

Please describe the types of planning and organizing experiences you had in your last or current job(s). Please be specific in explaining the types of planning done.

What were your career goals on leaving school?

Give us an example of how you prioritize a list of tasks or assignments.

Do you handle your personal affairs like bill payment, insurances, wills, household matters, car maintenance, banking, pension plans etc.? If so, how do you go about doing this?

Did you prepare a personal budget last year? If so, how did you do it?

Do you have plans for your retirement? Please tell us about them.

What types of planning and organizing do you do in your present job?

How do you keep track of the things requiring your attention?

Tell us about one of your projects that was not completed.

How do you plan and organize a major project? Give us a specific example.

At one time or another everyone has something "fall through the cracks." Describe a time when this happened to you.

Tell us about the problems you face in getting all your work done.

Describe a time when you found yourself overloaded with work.

Describe some time saving ideas you have incorporated into your behavior.

Tell us about a time when an unexpected project was assigned to you.

INTERPERSONAL SKILL - Ability to work harmoniously with others; skill at perceiving and reacting empathetically to the needs of others; treats people with consideration, sensitivity, kindness and fairness.

Describe a time in the last six months when you had a conflict or serious disagreement with a fellow employee.

Tell us about a time in the last few days when you had to respond to another person in an empathetic fashion.

Describe two or three behaviors you have shown in the last month that have resulted in an improved relationship with a co-worker.

At one time or another everyone has a co-worker accuse you of being unfair, insensitive or unkind. Tell us about a time when this has happened to you.

How many close friends do you have?

When have you provided a fellow employee the opportunity to "save face?" Please provide a specific example.

Have you ever left a situation knowing you hurt someone's feelings? Please tell us about it.

Tell us about a time when you had to support someone going through a difficult time in their life.

Have you ever had to give someone some news that had a strong negative impact on them? Please tell us about the circumstances.

Tell us about a time when you saved someone from embarrassment.

Tell us about a time when you were not fully accepted by your co-workers.

Have you ever been wrongly criticized? If so, please tell us about the circumstances.

Have you ever worked with an overly critical person? If so, please explain the circumstances.

Tell us about a time in the last six months when a person has asked for your assistance or advice on how they should handle a work or personal problem?

What specific behaviors do you consistently use to show respect for others?

How do you go about building a trusting and respectful relationship? Give us a specific example of when you have done this.

Please provide us with three examples of using positive recognition in the last two weeks.

Have you ever worked with a team of employees where one member was not pulling their weight? If so, explain the situation and circumstances.

Tell me about a time when you had to customize or tailor your communication to fit the background or experiences of your listener.

Have you ever worked with a person who consistently wasted your time? Tell us about it.

Tell me about a time when you regretted your comments or behavior in a work place situation.

When have your diplomacy skills been put to the test? Tell us about it.

How have you enhanced the self-esteem of the people you work with?

Have you ever worked with a person you really disliked? If so, describe the situation for us.

Has your behaviour ever caused another person a problem? Tell us about the situation and circumstances.

How did you handle an arrogant, know-it-all type of person that you had to get along with?

When was the last time you had a personality clash with a co-worker?

Tell us about a difficult interpersonal work situation that you have been involved in.

Describe a time when humor played a part on how you handled a situation or person.

Tell us about a time when you had to handle a frustrated and angry internal or external customer.

Have you ever had a person lose their temper with you? Tell us about it.

How did you go about establishing a relationship with your previous supervisor?

Using previous work experiences as a reference point, describe the type of people you work well with and those you don't.

Have you ever been involved in a downsizing situation? Tell us about your co-workers who lost their jobs.

Have you ever had to introduce a new system, process, method or technology? Explain how you did it.

ORAL COMMUNICATION SKILL - Ability to speak in a clear and concise manner that is easily understood by others; ability to listen to and understand the communication of others.

Note: A person's oral communication skill can be assessed during the interview by carefully observing and recording their speaking and listening behavior. The areas to assess are as follows: for speaking - clarity, volume, vocabulary, organization, inflection/modulation, persuasiveness, grammar and syntax; for listening - number of times the interviewee asks the interviewer to repeat the question, whether or not eye contact is made, whether or not

the interviewee interrupts the interviewer and whether or not the interviewee's responses indicate understanding of the questions.

Have you ever had to convince a person to do something when they were initially very resistant about doing it? If so, tell us about it.

Tell us about a time when you communicated badly.

Do people frequently ask you to repeat your oral communications? Give me some specific examples when this has happened.

Tell us about a time when you told someone to do something and they did it wrong.

What are some of the most difficult or complex pieces of information you have had to communicate.

Describe a time when you had to customize or tailor your communication to fit the background or experiences of your listener.

How do you show others that you are listening to them? Provide a specific example please.

Give us some examples from your present job where you get important information verbally.

How often do you present information to groups? Tell us about the circumstances.

Everyone at one time or another has been uncomfortable in a communication situation. Describe a time when this has happened to you.

All of us, at one time or another, have had difficulty explaining something over the phone. Give us an example when this has happened to you.

Tell us about a time when you had to persuade others to adopt your idea.

Tell us about a time when you listened poorly.

How do you react to a person who rambles and talks to excess? Give us a recent job example.

We all have times when we misinterpret information. Tell us about a time when this has happened to you.

Give us an example where your listening changed your course of action on handling a situation?

Have you ever had to separate yourself emotionally from a listening situation? Tell us about it.

Has anyone ever told you to stop interrupting? Please explain the circumstances.

Tell us what empathetic listening means and give us an example when you used the skill.

What difficulties have you encountered communicating with others?

*Asking questions about oral communication is not as effective as observing it in the interview or using a **simulation exercise of a job related communication situation**. For example, if the job requires the incumbent to communicate policy information to others, then prepare a simulation exercise where you ask the interviewee to read written descriptive information on a policy change and then ask them to prepare and verbally communicate the information to an employee/ role player (interviewer).*

MENTAL ABILITY - Ability to identify, gather, analyze and understand information; to reach reasoned and sound conclusions, recommendations or decisions; to understand and assimilate new technology.

What was your grade point average in school?

What school courses were your easiest and which ones most difficult?

What has been the most difficult job related learning situation you have experienced?

How long did it take for you to feel comfortable in your job at _____?

Describe a situation where you have had to make a critical decision based on a small amount of information.

Tell us about a decision that could have had serious consequences had you been wrong.

At one time or another, everyone makes a bad decision, describe a time when you felt you made such a decision.

Describe a situation when you had to determine whether to handle the situation yourself or call in someone else with more expertise.

Describe the most difficult problem you have had to deal with in the last year.

In your job at _____, what decisions were the most difficult for you?

Give us an example when you had to overcome an obstacle or problem in an innovative way.

Tell us about a time when you had to learn something difficult in a short period of time.

What is the quickest and easiest way for you to learn new things? Provide a specific example please.

What techniques do you use to assimilate a lot of information in a short period of time? Please give us a specific example of when you had to use these techniques.

Describe a time when you concluded the risks outweighed the rewards.

Have you ever resolved a long-standing problem? Tell us about it.

What big problems did you encounter in your last job? Tell us about them.

Tell us about a time when you were confronted by a problem that should have been handled by your supervisor but they were not there to do so.

How do you decide when to ask for advice? Give us a specific example.

How many training courses have you attended over the last three years?

Describe a time when you learned a new technology and then applied it to your work.

Describe a very unpopular decision you had to make.

Tell us about a problem situation that you handled in a unique or innovative way.

Tell us about a time you made an important decision after seeking input from other employees.

Have you ever applied a solution that you used in a previous work situation to a problem in a different organization? Tell us about it.

How much initial training and coaching did you receive in your last job?

DELEGATION SKILL - Ability to select and assign appropriate tasks to others; provide direction when necessary; establish review and completion dates.

Describe an important assignment you recently delegated to an employee.

Tell us about a time when you delegated a task to another person and it turned out badly.

In your job at _____, what types of tasks or assignments did you not delegate to others? Please provide some examples.

Describe a time when delegation worked as an effective management tool for you.

Describe a time when you delegated a task that really needed your attention but you did not have the time to spend on it.

Do you assign work to others? If so, describe how you go about it.

Tell us about a time when you decided not to delegate and it turned out to be a mistake.

Tell us about a time when you used delegation as an employee development tool.

How do you follow-up on delegated tasks after you have been away from work for some time?

CONTROL SKILL - Ability to establish appropriate control measures to monitor the results of their own work and the work of others; to stay on top of things and keep on track.

What control methods do you use in your job at _____ ?

How do you stay attuned to what is going on with your direct reports?

How do you measure the performance of your employees?

Describe a recent incident where the work went "off the rails."

How do you keep track of what work you need to accomplish? Give us a specific example.

Do you use an electronic calendar/scheduler? How do you use it?

Have you ever lead a project team? How did you ensure that tasks were being done and progress was being made? Please provide a specific example.

At one time or another, every supervisor forgets to follow-up on something they delegated to another person. Describe a time when this has happened to you?

What control measures do you use to monitor the work of your employees?

How do you keep track of what your employees are doing.

What specific control indices do you use to monitor performance in your work unit.

LEADERSHIP ABILITY - Ability to coach, motivate or direct others to accomplish a task or achieve a goal; demonstrates leadership through personal example.

Describe a time when your leadership made the difference between success and failure.

Tell us about a time you were able to motivate your staff to accomplish a difficult objective.

Have you ever disciplined an employee? Tell us about it.

What behaviors do you show in order to lead by example? Please provide specific examples.

Describe a time when careful and persistent coaching allowed an employee of yours to perform well.

Have you ever knowingly withheld information from your employees? Tell us about it.

What is the absenteeism rate of your employees?

Have you ever had to lead a group of people over whom you had no direct authority? Tell us about it.

Describe a time when you successfully coached a co-worker.

Tell us about a time when a colleague asked you for advice or direction.

Have you ever been in an "informal" leadership position? Tell us about it.

Describe a time when you felt you let a co-worker down.

Do your friends ask you for advice? Tell us about a time they have done so.

Have you ever been voted into a leadership position by colleagues or friends? Tell us about the circumstances.

Describe a time when you acted on someone's work improvement idea.

Tell us about a time when you had to make an unpopular decision.

Have you ever been in a situation when employees were not accepting your ideas? Please tell us about the circumstances.

Tell us about the toughest group you had to get cooperation from.

Tell us about a time when you took someone "under your wing."

Describe a time when you determined someone needed coaching when others had not picked up on it.

Have you ever had to train a new employee? If so, tell us how you went about it.

Tell us about the objectives you have for your current work group.

Tell us about your current workplace diversity efforts.

Have you ever had to withhold information from an employee? Tell us about it.

Tell us about a person who was promoted as a result of your coaching efforts.

Who takes over your job duties when you are away?

Tell us about a time when you recognized a skill deficiency in an employee when others had missed it.

Give us some examples of when you have trained your employees to assume more responsibility.

KNOWLEDGE CRITERIA

JOB SPECIFIC KNOWLEDGE - The extent of job specific knowledge learned and understood.

Describe the various areas of your technical expertise.

We notice you have worked with (insert job specific knowledge area). What have you found to be its strengths and weaknesses?

What practical experience have you had with (insert job specific knowledge area)?

Tell us how you stay current in (insert job specific knowledge area).

Please note: To be able to use the following question formats you have to first identify and define the important job specific knowledge areas required for the position under consideration. These knowledge areas are then inserted into the appropriate question formats. We will use the job of a Management Trainer as an example. Some of the specific and critical knowledge areas needed for this position are as follows:

Adult learning principles.

Learning methods.

Preparing instructional objectives.

Preparing a power point presentation.

Handling difficult classroom situations.

Oral presentation techniques.

Management practices.

The bracketed parts of the following questions pertain to the specific knowledge areas listed above.

When you designed (your last training program, what adult learning principles did you design into the format)?

What is an (in-basket exercise and where can it be used effectively)?

Verbally, provide us with (an instructional objective for teaching managers the delegation skill)?

Explain how to (demote text when preparing a power point presentation)?

Is this statement true or false? (When you are making a formal oral presentation you should stand still and not move around the room).

What procedure do you follow to (handle a class participant who is overly critical of other participants)?

How do you (effectively cue a training video)?

How do you use the following (learning methods - role playing, programmed instruction and tests)?

Name three ways (you can advance to the next slide in a power point presentation)?

Which of the following is not a visual aid? (flip chart, overhead projector, white board, simulation).

Job knowledge can be effectively assessed using a **pencil and paper job knowledge test that is specifically prepared for this purpose**. The written test can be administered before or after the interview, individually or as a group.

OTHER COMMON SELECTION CRITERIA**PERSONALITY ATTRIBUTES**

TEAM ORIENTATION – Willingness to work cooperatively with others as part of a team effort; demonstrates supportive and helpful behaviors towards fellow team members.

In your previous positions, did you work independently or were you part of a team effort? If you worked as part of a team, how did you contribute.

Describe a time when you abandoned your personal needs or objectives in order to help the team.

Have you ever been part of a work team that did not work well? If so, tell us about it.

Tell us about a time you lead an effective team effort.

What off-job team activities are you involved with?

Have you ever been part of a work group when one or two of the members were not pulling their weight? Tell us about it.

What specific behaviors do you show to promote better team spirit?

At one time or other, everyone finds themselves in a team that is working poorly. Please tell us when this has happened to you.

STRESS TOLERANCE – Capacity to maintain good job performance and demonstrate stable behaviour while under significant stress and pressure.

Tell us about the most stressful situation you have encountered in the last six months.

Describe a time when your behavior was impacted by a stressful situation.

In your last position, what were your most significant stressors.

What has been the most uncomfortable interpersonal situation you have experienced in the last few years'.

What stress management techniques have you used frequently.

Tell us about the last time you really got angry about a management decision.

Tell us about the last time you lost your temper.

Have you ever been under the influence of tranquilizers or other mood altering drugs at work?

How do you relax? Please provide specific examples.

In the last year, when have you been the most upset with yourself? Please describe the situation.

At one time or another, everyone feels they may not have performed well under pressure. Describe a time when you felt like this?

Has a co-worker caused you to become irritated and frustrated? Tell us about the situation.

Have you ever felt burned out in a job? If so, please explain the circumstances.

CUSTOMER ORIENTATION – Capacity to identify and respond appropriately to the needs of either internal or external customers; understands the importance of good customer relations.

Tell us about your typical customer contact situations in your last job.

Describe a time when you had to go the extra mile to support an internal/external customer.

Have you ever identified a customer need before others? If so, tell us about it.

Have you ever given your home telephone number to a customer? If so, describe the circumstances.

What has been the most serious customer complaint situation you have had to handle?

What difficulties have you had handling customer relation situations?

What types of customers make you mad and upset? Provide some specific examples.

Describe a time when you "salvaged" a customer that appeared lost.

What type of formal training have you had in customer relations.

When was the last time you lost your temper with an internal or external customer? Tell us about the circumstances.

Have you ever received a customer service award? Tell us about it?

How do you know you are giving the customer what they want? Provide a specific example.

ABILITIES AND SKILLS

WRITING ABILITY - Ability to express oneself clearly in writing in an organized and grammatical correct manner.

What types of written documents do you prepare in your current job? What about your previous job(s)?

How does your Email message writing differ from the writing you do in other aspects of your current job?

Have you ever received awards or recognition for your writing? Tell us about them.

What were your English grammar and composition marks like in school?

How did your previous supervisors evaluate your writing skills?

Using your current or previous job as a reference point, describe how you prepared a lengthy narrative report.

Have you ever published any articles or books? If so, tell us what they were.

The selection interview is not a good method for assessing writing ability. Obtaining an actual sample of the candidate's writing is a better method. Before or after the interview, ask the candidate to write a one or two page explanation of how he/she thinks they are qualified for the position under

consideration. Evaluate the writing for legibility, grammar, spelling, organization, vocabulary and persuasiveness.

PHYSICAL ABILITY - Ability to perform the required physical tasks inherent in the job. Includes the dimensions of strength, muscle endurance, manual dexterity, eye/hand coordination, flexibility, cardio vascular endurance and visual acuity.

We are going to ask you about the physical requirements of the job. Are you able to (describe the physical requirements and obtain the candidate's responses).

Have you have any physical limitations or accommodation needs with respect to the position under consideration? If so, please explain.

Do you have any job related limitations or accommodation needs with respect to your strength, manual dexterity, eye/hand coordination, flexibility, muscle and vascular endurance and visual acuity? Any phobias and allergies related to the job under consideration?

The best way to assess the physical capability of a candidate is to design and implement a physical testing process that each candidate must successfully complete. Such a process would include a representative sample of all the actual physical tasks to be performed in the job. Examples: Continuously lift 50lb bags, climb stairs, stand for long periods of time, bend over repeatedly, push and pull heavy objects, work in a hot atmosphere for an hour without a rest break, crawling into confined spaces etc.