**Core Values Integration into the Interview Process**

Examples of questions to ask candidates during the interview process include:

1. Can you speak to how UMB’s core values align with your professional goals?

1. Have you ever faced a situation that seemed not in line with the values of the institution? How did you address it?

1. UMB’s core values are the following: Respect and Integrity, Well-Being and Sustainability, Equity and Justice, and Innovation and Discovery. Please identify one of those core values sets that speaks specifically to you, and explain why.

Note 1: Recommended that this question comes at the end of an interview so it allows the candidate to expand upon an area of their background that might not have been highlighted by other questions

Note 2: Exclude a core value set if it has arisen in previous questions (e.g., an interview might have a specific question on equity, diversity, and inclusion initiatives, so it might be better to proactively ask the candidate to address a different core values set).

1. Please give a specific example of a tough decision you had to make or a strategic initiative you advised another leader about regarding equity and justice [or insert another core values set if appropriate].

