

SPEAK! **ACTIONS**

Behavior-based Interviewing

with **Paul C. Green Ph.D.**

PARTICIPANT GUIDE
PREVIEW

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CONTENTS

| | |
|---|-----------|
| Contents | 3 |
| Introduction | 4 |
| Why go through this training?..... | 4 |
| About Paul C. Green, PhD | 4 |
| Learning Objectives | 5 |
| Activity: Interviewing Stories..... | 5 |
| Behavior-Based Interviewing | 6 |
| What is behavior based-interviewing? | 6 |
| Activity: Benefits of Effective Interviewing | 9 |
| Actions Speak! Discussion Questions | 10 |
| Putting It into Practice | 13 |
| Activity: Writing Behavior-Based Interview Questions | 13 |
| Activity: Job Tasks and Behavior-based Questions | 15 |
| Job Title: Call Center Customer Service Representative | 14 |
| Job Title: Office Assistant | 15 |
| Job Title: Graphic Designer | 17 |
| Activity: Asking Behavioral Probes | 18 |
| Activity: Asking Reverse Questions | 19 |
| Keeping it Legal | 21 |
| Activity: Behavior Modeling – Preparing for an Interview | 22 |
| Activity: Behavior Modeling – Conducting the Interview | 25 |
| When You are the Interviewer..... | 25 |
| When You are the Candidate | 25 |
| Wrap-Up | 33 |
| Conclusion | 34 |
| Handout | 35 |

INTRODUCTION

Disheartened, you sign the separation paperwork. You thought for sure she would be stellar in that position. Her energy. Her knowledge. She answered everything right during the interview! You pull up your calendar to look at next week's schedule. Once again, you are going to be interviewing.

Sound familiar? You hire the “right” person for the job and then it just doesn’t work out. What happened? Well, perhaps she really wasn’t a good fit for the job. Perhaps she just told you what you wanted to hear.

Why go through this training?

Media Partner’s **Actions Speak** provides a disciplined approach to interviewing. It blends behavioral science with practical research. The result is a behavior-based interviewing strategy that will help you make more reliable and valid hiring decisions.

About Paul C. Green, PhD



Paul Green is an Industrial Organizational Psychologist with more than 40 years of experience in interview training, consulting, and job search coaching. His interviewing techniques are used by interviewers worldwide and his behavior-based interviewing process is the foundation for this program.

In the early 1980’s Paul developed the *Behavioral Interviewing Seminar*®, and was a pioneer in the development of the technique. He also trained hundreds of thousands of people on interviewing techniques through his seminars, webinars, and training videos. He is the primary contributor to eight training videos, including a best seller, as described by *Fortune Magazine*. In addition, he has published four books, including *The Behavioral Interviewing Seminar Participant Manual*, *Get Hired!*, *Building Robust Competencies*, and *Get Talent!*

Past actions are the best predictors of future performance.

Learning Objectives

After you complete this program, you will be able to:

- Define behavior-based interviewing as a job-related interviewing strategy that draws from past actions to predict future performance.
- Explain the benefits of using a behavior-based interviewing strategy.
- Formulate behavior-based interview questions.
- Gain behavioral predictors by asking past-event questions and following up with behavioral probes.
- Ask reverse questions to minimize snap judgments and bias.
- Ask follow-up probes for more information when a candidate's non-verbal signals don't match the answer.
- Improve defensibility and minimize legal risks by asking job-related questions during a structured interview.

Activity



Interviewing Stories

Individually read and consider the following questions. After a couple of minutes, share your most memorable stories with your group.

- Think of a time you interviewed someone and a little voice inside your head was rejoicing – in the middle of the interview – that you found the right person. What gave you that impression?
- Think of a time you interviewed someone and a little voice inside your head was screaming no way – in the middle of the interview. What gave you that impression?
- What was your worst hire and why?
- As a job candidate, describe a time when you were being interviewed for a job and you felt that the interview was unprofessional or biased
- What is an unusual or illegal question you were asked when you were a job candidate?

Feelings about someone in your past won't help you assess the future performance of the person sitting in front of you.

BEHAVIOR-BASED INTERVIEWING

What is behavior based-interviewing?

Behavior-based interviewing is a _____

Behavior-based interviewing is structured. It is not off-the cuff. It is planned. Each candidate is consistently treated in a similar way. The interviewer asks every candidate the same (or very similar) questions that related to the skills, abilities, knowledge, and competencies needed to perform the job well. Follow-up probes may vary by candidate, based on their answers. But the initial questions during a structured interview are the same (or similar) for every candidate.

Now that we have defined a structured interview, let's look at an example.

EVALUATION ONLY

Structured Interview: Machine Operator

Candidate: _____ Interviewer: _____

Date: ___/___/___ Location: _____

Directions: Begin the interview with the career question below and continue by reading (and checking off) selected questions to the candidate. Take notes to summarize each answer and probe by re-reading the question or part of it. Use an equivalent amount of time for each candidate. After the interview, check the rating box (below) that shows the level of the answers. Then make your hiring decision based on the match of the candidate’s answers to the job skills/competencies.

Competencies

Rating Anchors

| The full competency definition is at the top of each group of questions. The competencies are NOT ranked in order of importance. | Little Evidence For the Skill | Between | Some Evidence For The Skill | Between | Strong Evidence For The Skill |
|--|--------------------------------------|----------------|------------------------------------|----------------|--------------------------------------|
| VIGILANCE | | | | | |
| SAFETY ORIENTATION | | | | | |
| TASK ORIENTATION | | | | | |
| SELF-MANAGEMENT | | | | | |

Career / Work Experience Question: Please give a quick overview of the professional jobs you have held, and describe the most important work experiences that you have had that relate to the position for which you are being considered.

VIGILANCE ... is being able to maintain focus / concentration and not daydreaming or being distracted during “hands on” tasks. A failure to focus may result in missing warning indicators, skipping important steps, or not attending to spoken information. Effective focus is paying continuous attention to surroundings, following work procedures, and hearing important information.

- ___ 1. It is important to be alert to hazards or threats as a machine operator. What did you notice only your last job that would show that you stay vigilant, pay attention, and monitor your work situation?

- ___ 2. Describe a time on the job when your noticed a warning / safety indicator and made adjustments?

- ___ 3. The routine of operating a machine can cause you to daydream and not pay full attention to what you are doing. How do you avoid daydreaming when doing routine work operating a machine.

- ___ 4. It can be important to be “tuned in” to your physical environment when operating a machine. When were you alert to changes in your work situation that helped you avoid an accident?

SAFETY ORIENTATION ... is being able to follow safety policies, procedures, guidelines, and rules with a 100% consistency level. It involves such things as putting safety over performance, correcting coworkers if needed, participating in safety meetings, and being an example for others to follow.

- ___ 1. It is important to reach production levels but it is critical for follow safety procedures. When did you follow safety procedures even it would lower your personal production?
- ___ 2. When did you see a co-worker break a safety rule? What was the rule and what did you say?
- ___ 3. Being safe at work means following safety procedures with 100% consistency. When were you tempted to break a safety rule but didn't?
- ___ 4. Sometimes following safety procedures means extra work for you. When did you discipline yourself to follow policies and procedures even when they were inconvenient?

TASK ORIENTATION ... is being able to put strong effort to achieve work tasks and objectives. Achievement motivation is shown by working long hours / weekends and making sacrifices to reach goals. Actions reflect drive / initiative, assuming moderate risk, putting work first, multi-tasking, and exceeding expectations.

- ___ 1. People differ in the extent to which they are willing to give full effort to the job. When did you put your full effort into your work, even when others didn't?
- ___ 2. Tell me about a time when you completed a task under difficult or stressful conditions.
- ___ 3. When did you work especially hard and persevere on a job task?
- ___ 4. Describe a time when you made a sacrifice to meet task deadlines.

SELF-MANAGEMENT ... is being able to do a job effectively without supervision. It involves recognizing what needs to be done, doing it, and evaluating the results. Self-discipline is used to maintain a dedicated workspace, minimize distractions, and start / end on time. Goals, priorities, and procedures are set without being directed to do so.

- ___ 1. Give me an example of a time when you worked effectively without being supervised. What were the circumstances, what did you do, and what were the outcomes?
- ___ 2. Pick a day in your work and describe what you did to take the initiative and self-manage.
- ___ 3. Tell me about a time when you felt that you needed to direct your own actions with little guidance from others?
- ___ 4. When did you discipline yourself to start on time, even when working alone?

Activity



Benefits of Effective Interviewing

What are the benefits of effective interviewing?

Most people follow the same patterns of past behavior when it comes to job performance.

ACTIONS SPEAK! DISCUSSION QUESTIONS

According to Dr. Green, past actions are the best predictors of future performance. Why?

What is a behavioral predictor?

How do you recognize a behavioral predictor?

What types of words in an answer show you that you are getting a generality, and not a behavioral predictor?

What is reverse information and why is it important?

How do you gain reverse information?

If you have an overly positive opinion of the candidate, how could you change *“Tell me about your primary strength at work?”* to draw out reverse information.

If you have a negative opinion of the candidate, how could you change *“Tell me about a time when you disagreed with your manager’s approach and did something about it?”*

When should you ask a behavioral probe?

1.

2.

What three things do you need to do to gain behavioral predictors?

1.

2.

3.

What is the benefit of respecting silence in the interview?

PUTTING IT INTO PRACTICE

Activity



Writing Behavior-Based Interview Questions

Rewrite each traditional interview question to make it a behavior-based question. Make sure your response elicits information about a past event.

1. We have a lot of things going on and sometimes priorities change halfway into a project. How would you handle a change in direction after you have committed time and effort to a project?

2. Not all customers are happy customers. How would you handle a customer who was upset and started yelling at you?

3. What steps should you take if you promised something to a customer, a co-worker, or your boss, and you couldn't deliver?

4. We are changing the software we have used for the last 7 years. For many of our employees the changeover will be challenging. What would you do to help them through the learning process?

5. How would you handle a difference in opinion with your boss?

Activity



Job Tasks and Behavior-based Questions

Read through the job tasks assigned to your group. Then, complete the section at the bottom of the Job Description.

Avoid snap judgments. First impressions aren't always reliable.

Job Title: Call Center Customer Service Representative

PRIMARY JOB TASKS

1. Answer phones and respond to customer requests.
2. Sell product and place customer orders in the computer system.
3. Provide customers with product and service information in a timely and accurate way.
4. “Up-sell” products and services.
5. Follow-up on customer complaints/issues and resolve them.
6. Recommend improvements in the service process/procedures as needed.

Suggested Questions based on job tasks

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Job Title: Office Assistant

SUMMARY

Answers phone, greets customers, handles correspondence and administrative tasks as needed.

PRIMARY JOB TASKS

1. Solicit a volunteer as needed to run a reception desk temporarily.
2. Take and transcribe minutes of Board and Committee meetings.
3. Assist staff with administrative duties as requested.
4. Distribute incoming mail and prepare outgoing mail accurately and on time.
5. Record incoming checks and donations in an effective way.
6. Maintain lobby and front desk area and keep it clean and free from clutter.

Suggested Questions based on Job Analysis

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Job Title: Graphic Designer

SUMMARY

Create and produce images and logos. Create layouts. Oversee design and IT involvement.

PRIMARY JOB TASKS

1. Create and produce images, layouts, and logos.
2. Create layouts for magazines, newsletters, brochures and other print pieces.
3. Develop a creative design and produce artwork to support it.
4. Keep abreast of developments in technology and design in developing websites.
5. Work well in a team, including printers, copywriters, photographers, other designers, account executives, website designers, and marketing specialists.
6. Develop a design brief to pitch an idea by gathering information and data to clarify design issues and solutions.

Suggested Questions based on Job Analysis

1. _____

2. _____

3. _____

4. _____



Asking Behavioral Probes

Read each behavior-based question and response. Then, develop a behavioral probe to elicit additional information.

1. Question: *“Tell me about a time when you had to learn new software and you had difficulty completing your tasks because you weren’t yet proficient.”*

Candidate’s Response: *“Well, I am a fast learner. I have had many opportunities to learn new software and I can usually jump in and figure things out. That has never been a problem for me.”*

Behavioral Probe: _____

2. Question: *“Tell me about a time when your patient arrived late for her appointment, you had to reschedule her, and she wasn’t happy about it.”*

Candidate’s Response: *“Oh, that happens often. I usually just tell them that the doctor has already seen the next patient so we need to reschedule. It usually isn’t a big deal. They understand.”*

Behavioral Probe: _____

3. Question: *“Tell me about a time when you had an idea you were excited to share with your boss and your boss wasn’t interested. What did you do?”*

Candidate’s Response: *“I waited a few days and pitched my idea again. In the end, he came around.”*

Behavioral Probe: _____

4. Question: *“Tell me about a time when you missed an important deadline.”*

Candidate’s Response: *“Oh, that really never happens. I always make my deadlines.”*

Behavioral Probe: _____



Asking Reverse Questions

Read each behavior-based question and response. Then, answer the questions that follow.

1. Summary of Candidate's Answer: *Hank explains the way he handled a customer problem. You are impressed by the way he took care of the customer and managed the product mix-up so the problem wouldn't happen again.*

What kind of impression do you have? _____

A Reverse Question: _____

2. Summary of Candidate's Answer: *Mildred shares her frustration with the way her boss "manages everyone as if they were 6 years old." She says that she was working in the hospital long before her boss was even out of diapers and she doesn't need her boss to tell her how to do her job.*

What kind of impression do you have? _____

A Reverse Question: _____

3. Summary of Candidate's Answer: *Terri describes how her collaborative style of management was a catalyst for innovation when her team came up with a new product line. She said, "We came up with a new line, the marketing materials, and the design all under six weeks, which is unheard of in our industry. My team knows I'll work side-by-side with them in the trenches."*

What kind of impression do you have? _____

A Reverse Question: _____

4. Summary of Candidate's Answer: *Rich seemed frustrated when he was talking about the system upgrade. After a few additional probing questions, he tells you, "I told him we'd have problems converting the older files to*

the new system but he wasn't listening to what I had to say. Good thing I took it upon myself to protect the data before the conversion. And, let me tell you...he was glad I did. In less than 24 hours I went from troublemaker to hero." After a few behavioral probes, you learn that when Rich disagrees with the path his boss is taking, he makes his own choices.

What kind of impression do you have? _____

A Reverse Question: _____

5. Manager: *Janet, tell me about a time when you faced a challenge at work and the solution at first, wasn't easy to see.*

Summary of Candidate's Answer: Well... let's see. One time we had a problem with our spending account. I couldn't figure it out. I decided to look at the budget report from the previous year and compare it to the current year. Then, I took every line item and cross-referenced it to our spending account to try to figure out where the money went. In the end, I determined that money was incorrectly applied to three different line items. We transferred the line item amounts and then everything balanced. It took awhile but in the end, we figured it out and my boss was pleased.

What kind of impression do you have? _____

A Reverse Question: _____

Keeping it Legal

What three things can you do to minimize your legal risk during an interview process?

How does behavior-based interviewing help you be defensible and legal?

Activity



Behavior Modeling – Preparing for an Interview

You and your partner will take turns interviewing one another based on the following guidelines.

Turn to the job description for a Machine Operator on the next page. You will interview your partner for this position.

Before You Start

- Before the interview, each participant should review the structured interview for a Machine Operator position.
- Each partner should pick one job competency and set of questions for the interview.
- Participants should prepare by developing behavioral probes and reverse questions to elicit balanced information for the competency they chose.
- The interviewing team should decide who is going to be the interviewer first.
- As the candidate, each participant should first answer in general terms to allow the interviewer the chance to ask a behavioral probe. Then, give a specific example after the interviewer asks the behavioral probe.
- As the candidate, each participant should answer at least one question in an extremely positive or negative manner to allow the interviewer the opportunity to elicit reverse information.

Structured Interview: Machine Operator

Candidate: _____ Interviewer: _____

Date: ___/___/___ Location: _____

Directions: Begin the interview with the career question below and continue by reading (and checking off) selected questions to the candidate. Take notes to summarize each answer and probe by re-reading the question or part of it. Use an equivalent amount of time for each candidate. After the interview, check the rating box (below) that shows the level of the answers. Then make your hiring decision based on the match of the candidate’s answers to the job skills/competencies.

Competencies

Rating Anchors

| The full competency definition is at the top of each group of questions. The competencies are NOT ranked in order of importance. | Little Evidence For the Skill | Between | Some Evidence For The Skill | Between | Strong Evidence For The Skill |
|--|-------------------------------|---------|-----------------------------|---------|-------------------------------|
| VIGILANCE | | | | | |
| SAFETY ORIENTATION | | | | | |
| TASK ORIENTATION | | | | | |
| SELF-MANAGEMENT | | | | | |

Career / Work Experience Question: Please give a quick overview of the professional jobs you have held, and describe the most important work experiences that you have had that relate to the position for which you are being considered.

VIGILANCE ... is being able to maintain focus / concentration and not daydreaming or being distracted during “hands on” tasks. A failure to focus may result in missing warning indicators, skipping important steps, or not attending to spoken information. Effective focus is paying continuous attention to surroundings, following work procedures, and hearing important information.

- ___ 1. It is important to be alert to hazards or threats as a machine operator. What did you notice only your last job that would show that you stay vigilant, pay attention, and monitor your work situation?

- ___ 2. Describe a time on the job when your noticed a warning / safety indicator and made adjustments?

- ___ 3. The routine of operating a machine can cause you to daydream and not pay full attention to what you are doing. How do you avoid daydreaming when doing routine work operating a machine?

- ___ 4. It can be important to be “tuned in” to your physical environment when operating a machine. When were you alert to changes in your work situation that helped you avoid an accident?

SAFETY ORIENTATION ... is being able to follow safety policies, procedures, guidelines, and rules with a 100% consistency level. It involves such things as putting safety over performance, correcting coworkers if needed, participating in safety meetings, and being an example for others to follow.

- ___ 1. It is important to reach production levels but it is critical for follow safety procedures. When did you follow safety procedures even it would lower your personal production?
- ___ 2. When did you see a co-worker break a safety rule? What was the rule and what did you say?
- ___ 3. Being safe at work means following safety procedures with 100% consistency. When were you tempted to break a safety rule but didn't?
- ___ 4. Sometimes following safety procedures means extra work for you. When did you discipline yourself to follow policies and procedures even when they were inconvenient?

TASK ORIENTATION ... is being able to put strong effort to achieve work tasks and objectives. Achievement motivation is shown by working long hours / weekends and making sacrifices to reach goals. Actions reflect drive / initiative, assuming moderate risk, putting work first, multi-tasking, and exceeding expectations.

- ___ 1. People differ in the extent to which they are willing to give full effort to the job. When did you put your full effort into your work, even when others didn't?
- ___ 2. Tell me about a time when you completed a task under difficult or stressful conditions.
- ___ 3. When did you work especially hard and persevere on a job task?
- ___ 4. Describe a time when you made a sacrifice to meet task deadlines.

SELF-MANAGEMENT ... is being able to do a job effectively without supervision. It involves recognizing what needs to be done, doing it, and evaluating the results. Self-discipline is used to maintain a dedicated work space, minimize distractions, and start / end on time. Goals, priorities, and procedures are set without being directed to do so.

- ___ 1. Give me an example of a time when you worked effectively without being supervised. What were the circumstances, what did you do, and what were the outcomes?
- ___ 2. Pick a day in your work and describe what you did to take the initiative and self-manage.
- ___ 3. Tell me about a time when you felt that you needed to direct your own actions with little guidance from others?
- ___ 4. When did you discipline yourself to start on time, even when working alone?

Activity



Behavior Modeling – Conducting the Interview

When You are the Interviewer

- Ask the behavior-based question and follow-up behavior probe.
- Ask for reverse information.

When You are the Candidate

- When your partner asks you a behavior-based question, first answer in general terms so your partner can follow-up with behavioral probes.
- Answer at least one question in an extremely positive or negative manner so your partner can seek reverse information.

EVALUATION ONLY

Career / Work Experience Question

Please give a quick overview of the professional jobs you have held, and describe your most important work experiences that relate to the position for which you are being considered.

Behavior-based Job Competency Questions

Vigilance

It is important to be alert to hazards or threats as a machine operator. What did you do on your last job that shows that you stay vigilant, pay attention, and monitor your work situation?

Behavioral probe: _____

Reverse information question: _____

Describe a time on the job when you noticed a warning / safety indicator and made adjustments?

Behavioral probe: _____

Reverse information question: _____

The routine of operating a machine can cause you to daydream and not pay full attention to what you are doing. Tell me what you do to avoid daydreaming when doing routine work operating a machine.

Behavioral probe: _____

Reverse information question: _____

It can be important to be “tuned in” to your physical environment when operating a machine. Tell me about a time when were you alert to changes in your work situation and doing so helped you avoid an accident.

Behavioral probe: _____

Reverse information question: _____

Safety Orientation

It is important to reach production levels but it is critical to follow safety procedures. When did you choose to follow safety procedures even if it meant lowering your personal production?

Behavioral probe: _____

Reverse information question: _____

When did you see a co-worker break a safety rule? What was the rule and what did you say?

Behavioral probe: _____

Reverse information question: _____

Being safe at work means following safety procedures with 100% consistency. When were you tempted to break a safety rule but didn't?

Behavioral probe: _____

Reverse information question: _____

Sometimes following safety procedures means extra work for you. When did you discipline yourself to follow policies and procedures even when they were inconvenient?

Behavioral probe: _____

Reverse information question: _____

Tell me about a time when you were glad that you had memorized and followed critical procedures or work rules. What was the situation, what did you do, and what was the outcome?

Behavioral probe: _____

Reverse information question: _____

Documentation of your actions on the job can be very important. When did you keep a record that procedures were followed?

Behavioral probe: _____

Reverse information question: _____

When was it beneficial that you followed safety procedures in an emergency?

Behavioral probe: _____

Reverse information question: _____

Task Orientation

People differ in the extent to which they are willing to give full effort to the job. When did you put your full effort into your work, even when others didn't?

Behavioral probe: _____

Reverse information question: _____

Tell me about a time when you completed a task under difficult or stressful conditions.

Behavioral probe: _____

Reverse information question: _____

When did you work especially hard and persevere on a job task?

Behavioral probe: _____

Reverse information question: _____

Self-Management

Describe a time when you made a sacrifice to meet task deadlines.

Behavioral probe: _____

Reverse information question: _____

Getting results may require some risk management. When did you take a calculated risk in choosing tasks that would lead to positive results?

Behavioral probe: _____

Reverse information question: _____

Describe a situation when you competed against yourself in order to improve task performance.

Behavioral probe: _____

Reverse information question: _____

It can be productive to push yourself to get results. When did you show high urgency or task drive?

Behavioral probe: _____

Reverse information question: _____

To be an effective performer it is important to manage a lot of demands on your time and attention. When did you handle multiple tasks or demands?

Behavioral probe: _____

Reverse information question: _____

Give me an example of a time when you worked effectively without being supervised. What were the circumstances, what did you do, and what were the outcomes?

Behavioral probe: _____

Reverse information question: _____

Pick a day in your work and describe what you did to take the initiative and self-manage.

Behavioral probe: _____

Reverse information question: _____

Tell me about a time when you felt that you needed to direct your own actions with little guidance from others?

Behavioral probe: _____

Reverse information question: _____

When did you discipline yourself to start on time, even when working alone.

Behavioral probe: _____

Reverse information question: _____

Describe a time when you felt that it was important to review your work independently, without being reminded by a manager?

Behavioral probe: _____

Reverse information question: _____

We all make errors from time to time. Describe a time when you monitored your work and corrected errors on your own.

Behavioral probe: _____

Reverse information question: _____

WRAP-UP

According to Dr. Green, why are past actions the best predictors of future performance?

Because most people follow the same patterns of past behavior when it comes to job performance.

What is a behavioral predictor?

It's a description of past behavior with information that can help you predict job performance.

What are two benefits of written interview questions?

You have proof of what you asked the candidate.

You have proof that you asked the same questions of all candidates.

What do you do when you ask a good past event question and still get a general answer?

Probe by asking a follow up past event question.

What are two ways to avoid snap judgments?

Continue with the interview to find more behavioral predictors.

Ask for reverse information.

How do you use feelings to find behavioral predictors?

Non-verbal clues can help you uncover past behaviors that the candidate would rather not bring up.

Why is it important to pay attention to feeling cues?

Feeling cues are important when a non-verbal signal doesn't match the answer. This can reveal issues that the candidate is troubled or bothered about.

What is the benefit of asking for reverse information?

It helps you form a more balanced picture of the candidate.

How do you elicit reverse information?

Ask for a specific example of the opposite (positive or negative) behavior.

What two things should you do with silence?

Respect for silence shows the candidate that you respect his need to take time to think of an answer.

When you interview, what are three things you can do to stay out of court?

- Ask job-related questions
- Treat people in a similar way
- Avoid protected questions or comments.

Conclusion

There is a template for a structured interview on the following pages. Feel free to use it as a worksheet to identify specific job competencies and the associated behaviors for success in that position.

Handout

Structured Interview: _____ (job)

Candidate: _____ Interviewer: _____

Date: ___/___/___ Location: _____

Directions: Before the interview, look at a job description and identify four key job skills. Write each job skill in the Competencies section of the matrix. Write each competency again in the Competency boxes. Define what an employee would need to do to be successful in that area. Create behavior-based questions related to each competency in the space that follows the Competency boxes.

Begin the interview with the career question below and continue by reading (and checking off) selected questions to the candidate. Take notes to summarize each answer and probe by re-reading the question or part of it. Use an equivalent amount of time for each candidate.

After the interview, check the rating box (below) that shows the level of the answers. Then make your hiring decision based on the match of the candidate’s answers to the job skills/competencies.

Competencies

Rating Anchors

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|---|---|-----------------------|---|-----------------------|---|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |

Career / Work Experience Question: Please give a quick overview of the professional jobs you have held, and describe the most important work experiences that you have had that relate to the position for which you are being considered.

Competency #1 _____
... is being able to

___ 1.

___ 2.

___ 3.

___ 4.

EVALUATION ONLY

Competency #2 _____
... is being able to

___ 1.

___ 2.

___ 3.

___ 4.

Competency #3 _____
... is being able to

___ 1.

___ 2.

___ 3.

___ 4.

EVALUATION ONLY

Competency #4 _____
... is being able to

___ 1.

___ 2.

___ 3.

___ 4.

For more information...

...about Performance Resources' award-winning videos and other training products, please call **1-800-263-3399** or visit us at **www.owenstewart.com**.



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