

Core Interview Guide

Key Management Responsibilities
❖ Prep Interview Team on position specifics and which core and technical competencies each should cover – including functional specific questions
❖ Ensure interview team completes the Individual Evaluation Summary form
❖ Debrief with interview team/recruiter to reach hiring decision

Behavior-based interviewing is built on the foundation that past behavior is the best predictor of future behavior

What are the benefits of using this guide?

- Behavior-based interview questions are provided that are linked to competencies, which in turn will help you obtain focused, job-related information about applicant skills, past experiences and behaviors relative to job responsibilities.
- Structured format for identifying behaviors in the form of a STAR: Situation/Task, Action, Result.
- Overall providing an effective, efficient and systematic process for making good hiring decisions.
- Feedback from interviews can be used to provide specific comments back to applicants.

Here are 3 key steps to a successful interview:

Prepare	Review the applicant's resume and background.
	Review the competency questions that you have been assigned to cover. <ul style="list-style-type: none">○ Modify the questions as necessary to better fit the applicant's experience or phrase into your own words.
	Prepare technical or functionally specific questions to ask.

Interview	Collect your “STARS” about prior job experiences and behavior. During the interview, find out: <ul style="list-style-type: none"> ○ What the Situation or Task was, ○ What Action they took, ○ What the Results were from those actions.
Evaluate	Evaluate the candidate based on their response to the question asked and assign a PEx rating to each competency covered.
	Summarize your overall ratings on the on-line Individual Feedback form prior to the debrief meeting. All notes should be brief and transcribed completely to the online evaluation form.
	Share your assessment at the scheduled debrief meeting to reach a Hire/No Hire decision.

Tips:

Be aware of personal biases and snap judgments.

Remember that technical questions can be added or tailored to be function or skill-set specific

Dig deeper when you receive answers that are:

- Vague – general statements that sound good but provide no specifics
- Opinions – what the applicant feels or thinks, but doesn’t tell you what actions the person took
- Theoretical – what the applicant would do, would like to do, not what s/he actually has done

Interview Flow and Format:

- Greet applicant; share name and current position.
- First interviewer should explain interview content, review interview schedule and inform applicant they will be evaluated on competencies and job-related skills.
- After asking the competency questions, answer any other questions the applicant may have.
- Last interviewer should explain next steps in interview process.
- Complete the online Individual Evaluation Summary form to be discussed at debrief meeting.

The competency *suggested* distribution grid provides an example of how to achieve a 4x4x1 interview:

- Competencies that are critical to the position should be covered.
- Sample questions are on the following pages and can be customized to fit the position or function.
 - Allow 3-5 minutes per question.
- If more than one interviewer is exploring a competency, one should ask the even questions; the other, odd questions to prevent redundancy (see example provided).

Interviewer	1 or Hiring Manager	2	3	4 or Recruiter	What to Look For
Adaptability	q. 1, q. 3	q. 2	q. 4	q. 5	- Ability to adjust quickly to meet changing demands, new structures, processes, requirements or cultures
Teamwork	q. 1	q. 2	q. 4	q. 5	- Contribute effectively with team/group to accomplish goals - Take actions that respect others needs
Initiative	q. 1, q. 3	q. 2	q. 4	q. 5	- Generate ideas, solve problems without being asked - Demonstrate ability to exceed goals - Proactive

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Integrity	q. 1, q. 3		q. 2		<ul style="list-style-type: none"> - Ability to promote social, ethical and organizational norms in conducting internal and external business activities
Innovation	q. 1	q. 2	q. 3	q. 4	<ul style="list-style-type: none"> - Creative solution for work situations - Ability to deal with organizational problems and opportunities
Organizational Match	q. 1, q. 3	q. 2, q. 4	q. 5, q. 7	Sell the Benefits & Job	<ul style="list-style-type: none"> - Major responsibilities of position - Experience as it relates to new position - Overall suitability for the company - How position fits within the organization
Depth of Experience / Technical Requirements	q. 1, q. 3	q. 4, q. 6	q. 5		<ul style="list-style-type: none"> - Specific functional and/or technical skills - Experiences - Tailor these questions to your job function
Communication	ALL	ALL	ALL	ALL	<ul style="list-style-type: none"> - Applicant's ability to communicate effectively
Close				End	<ul style="list-style-type: none"> - Answer any applicant questions - Provide a timeline for filling position

Sample Interview Questions for the Core Competencies

ADAPTABILITY

1. Tell me about a time you were involved in a project that ran into problems? What did you do? What were the results?
2. Give me an example of how you handled a project that turned out differently than you expected. What did you do? How did it turn out?
3. Can you give me an example of when you've had to work under changing conditions? What did you do? What was the outcome? Can you give me another example?
4. Tell me about a time that you worked with a difficult manager? What made them difficult to work for? What did you do? How successful was your relationship as a result?
5. Tell me about a time when you were given an unrealistic deadline for a project. What did you do? How did it turn out?

TEAMWORK

1. Tell me about one of the toughest groups you've had to work with. What was the situation? What did you do? How did it turn out?
2. Tell me about the most successful team you've worked with? What made it successful? What did you do to contribute to the success of the team?
3. Tell me about a situation in which you had to get people with different agendas or goals to reach consensus on objectives and decisions. What did you say or do to help them reach consensus? How did it turn out?
4. Tell me about a meeting in which you suggested a new idea. What approach did you take? What was the outcome? Can you give me another example?
5. Tell me about a time you led a task force or committee meeting. What actions did you take to ensure the productivity of the meeting? How did you know it was productive?

INITIATIVE

1. Describe a new procedure or idea you conceived within the past year. What did you do to promote/implement it? How did you determine there was a need for the new procedure?
2. What do you do to keep informed about changes in your organization/business/strategy? What was the impact of your actions?
3. Describe a recent situation in which you anticipated changes and acted in a way to capitalize on them to enhance your work. What actions did you take? What happened as a result?
4. Tell me about the riskiest decision you have made. Why was it risky? What action did you take? What was the outcome of your decision/action?
5. Tell me about a project or assignment that challenged your skills. What did you do to manage the situation? What was the result?

INTEGRITY

1. Describe a time when you weighed the pros and cons of a situation and decided not to take action, even though you were under pressure to do so.
2. Sometimes strict organizational policies make it very difficult to get our work done. Can you think of a time when you had to bend a rule to get your work done more efficiently? What did you do?
3. We've all been in situations where we learned about upcoming organizational or personnel changes before others. Tell me about a time this happened to you. How did you respond?

INNOVATION

1. Describe a time when you improved the productivity/profitability of your work unit. How did you identify these opportunities for improvement? What were the results? Can you give me another example?
2. Tell me about a problem you were responsible for solving that you knew required a unique solution. What actions did you take to solve the problem?
3. Give me an example of a new way you were able to apply existing knowledge to solve a problem. What did you do? What happened?
4. Tell me about a creative idea you had to improve a product or service. What did you do? How did it turn out? How did you know it was good?

Requirements

ORGANIZATIONAL MATCH

1. What were/are your major responsibilities/duties? Any change in responsibilities?
2. What did/do you like best about the position? What did/do you like least?
3. Why did you (or why are you planning to) leave?
4. What are your career objectives and what actions have you taken toward achieving them?
5. What is important to you when you move to a new job (or assignment)? Give me some examples.
6. Tell me about one of your best working relationships with your manager. What was it that worked well for you?
7. When were you most satisfied/dissatisfied in your work? What was the most satisfying about that?
8. Tell me about a time when you had a lot of opportunity to work on management tasks/issues that had a high degree of complexity. What was the most satisfying/dissatisfying about that?
9. Tell me about a time when you had many different types of management responsibilities? What was the most satisfying/dissatisfying about that?

DEPTH OF EXPERIENCE / TECHNICAL REQUIREMENTS

1. Describe a specific situation, project or assignment that challenged your skills as a _____? How did you manage the situation?
2. What training have you received in _____ (process, function, task)? Can you give me an example of how you've used this training?
3. Describe a situation when you have solved a technical problem?
4. Give me an example of the most complex and assignment or project you have had. What was your role?
5. Sometimes it is easy for us to "get in over our heads." Describe some situations where you had to request help or assistance on a project, assignment, etc.
6. Have you received any work-related commendation (letters of achievement, special bonuses, and awards) for outstanding performance? Explain.

Interview Team

Instructions on how to complete the Individual Evaluation Summary form:

- The Individual Evaluation Summary form will be e-linked to interview team within 24 hours of the interview.
- After your interview, transcribe your overall assessment of each competency covered onto the online form.
- Include any questions or comments that you would like to be discussed at the debrief meeting into the comments section of the online form. All notes should be brief and transcribed completely to the online evaluation form.
- Please submit the completed form within 48 hours of interview completion and/ or prior to the debrief meeting.
- If you have any questions around the interview process, please contact your Talent Acquisition Recruiter.

Core Competencies	Definitions
Adaptability	- Adjusting to change in the work environment and looking for ways to make necessary change positive
Teamwork	- Working well with others - Creating good relationships with people both inside and outside of the company
Initiative	- Doing more than what is required to achieve goals and perform job functions - Taking action before being asked - Being proactive and action oriented to improve existing conditions or processes
Integrity	- Being honest and following through with promises or commitments
Innovation	- Thinking of and trying new ways to handle work situations - Trying different ways to solve work problems

PEx Ratings	Definitions
EE – Exceeds Expectations	Exceeded expected competency behaviors. Met or exceeded goals and/or took on significant additional goals or projects and delivered on those. Consistently provided new insights for creative/innovative approaches to work. Performance was among the highest of those in similar positions.
AE - Achieved Expectations	Achieved expected competency behaviors. Goals were met or were offset by successful performance in other areas. Often initiated ideas or suggestions for improvement without being asked. Contributed much to the success of the organization/unit.
PA - Partially Achieved Expectations	Achieved behaviors in SOME competencies. Met SOME expectations but improvement is required before performance can be considered to have achieved expectations.
NA - Not Achieved Expectations	Demonstrated competency behaviors below those required to be effective in the position. Missed a significant number of goals, expected results or commitments, or met goals in a way that compromised other responsibilities and/or created serious relationship issues.