<table>
<thead>
<tr>
<th>Position</th>
<th>Professional Non-Licensed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate</td>
<td>__________________________</td>
</tr>
<tr>
<td>Interviewer</td>
<td>__________________________</td>
</tr>
<tr>
<td>Date</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

Estimated Length: _________________ minutes
INTERVIEW PREPARATION

1. Review candidate materials.

2. If assigned, prepare to conduct the Key Background Review to seek relevant information about the candidate’s educational background, work history, knowledge, experiences, and motivations.

3. Prepare the Planned Behavioral Questions section:
   - Review the definitions and key actions.
   - If necessary, modify questions to better fit the candidate’s knowledge and experience as well as the position.
   - Determine the order in which you’ll ask the questions for each target.
   - Develop additional questions if necessary.

   *Note: Your goal is to collect three complete STARs for each target.*

4. Estimate the time needed to cover each section of the interview guide.
   - To help stay on track during the interview, record start times at the top of each page in the guide.

INTERVIEW OPENING

1. Greet the candidate, stating your name and position.

2. Explain the interview’s purpose: To make sure you and the candidate get the information needed to make good decisions.

3. Describe the interview plan, explaining that you will:
   - Briefly review the candidate’s education and work history (if assigned).
   - Ask questions to get specific information about the candidate’s jobs, experiences, and knowledge.
   - Provide information and answer the candidate’s questions about the organization and the position.

4. Explain that you will take notes throughout the interview.

5. Make the transition to the first section.
KEY BACKGROUND REVIEW

EDUCATIONAL BACKGROUND (Do not seek information provided on resume.)

Graduate School

Years

Degree/Major

GPA ___ out of ___

College

Years

Degree/Major

GPA ___ out of ___

Technical School

Years

Degree/Major

GPA ___ out of ___

High School

Years

Degree/Major

GPA ___ out of ___

1. What other education or training have you had?
2. How did your education/training prepare you for a job such as this?
3. Which classes did you enjoy the most? Why?
4. Which classes did you enjoy the least? Why?

Notes:

WORK HISTORY

Job ______________________________ Dates of employment ______________________________

1. Why do/did you want to leave this job?
2. Describe your duties and responsibilities in your job.
3. What do/did you like most/least about your job?
4. (If applicable) Why did you take a break from the workforce?

Notes:

Job ______________________________ Dates of employment ______________________________

1. Why did you leave this job?
2. Describe your duties and responsibilities in your job.
3. What did you like most/least about your job?
4. (If applicable) Why did you take a break from the workforce?

Notes:
PLANNED BEHAVIORAL QUESTIONS

Adaptability
Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

Key Actions
− Tries to understand changes
− Approaches change or newness positively
− Adjusts behavior

RATING

1. Tell me about an important project/assignment you were working on for an internal/external customer when the specifications changed significantly. What did you do? What were the results?

2. We often have to make changes when the way we’ve been doing things is no longer effective. Tell me about a time when you had to change your approach or method of work. What did you do? What were the results?

3. Tell me about a time when you were faced with an unexpected policy change. How did it affect you? What did you do?

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
</table>

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task:
Describe a situation when . . .
Why did you . . .?
What were the circumstances surrounding . . .?
What were you reacting to?

For Action:
Exactly what did you do?
Describe specifically how you did that.
What did you do first? Second?
Describe your specific role.
Walk me through the steps you took.

For Result:
What was the result?
How did it work out?
What happened as a result?
What feedback have you gotten?

FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT

How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?

© Development Dimensions International, Inc., MMIX.

Permission is granted to photocopy this page for internal use only.
Building Effective working Relationships
Developing and using collaborative relationships to facilitate the accomplishment of work goals.

Key Actions
− Seeks opportunities
− Clarifies the current situation
− Develops others’ and own ideas
− Subordinates personal goals
− Facilitates agreement
− Uses Key Principles
− Provides feedback and reinforcement
− Explains and demonstrates

1. Describe a time when you had to collaborate with others in order to accomplish a work task. (What was the situation? What did you do?)

2. Interacting with others can be challenging at times. Tell me about the greatest difficulty you faced when trying to get along with peers, team members, or others at work. How did you handle the situation?

3. Describe a situation in which you needed to brainstorm differing/conflicting ideas with others in order to help accomplish work goals.

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
</table>

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS
For Situation/Task:
Describe a situation when . . .
Why did you . . .?
What were the circumstances surrounding . . .?
What were you reacting to?

For Action:
Exactly what did you do?
Describe specifically how you did that.
What did you do first? Second?
Describe your specific role.
Walk me through the steps you took.

For Result:
What was the result?
How did it work out?
What happened as a result?
What feedback have you gotten?

FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT
How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?
Decision Making
Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

Key Actions
- Identifies issues, problems, and opportunities
- Gathers information
- Interprets information
- Generates alternatives
- Chooses appropriate action
- Commits to action
- Involves others

1. Describe a complicated problem you have had to deal with on your job. How did you identify or gain a better understanding of that problem?
2. At one time we have all though we handled a problem successfully only to find we really had only affected a symptom a larger problem. Can you give me an example of when this happened to you?
3. What sources of information have you used to solve problems? Tell me about a time when you used one of those sources. [Listen for effective use of information.]

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
</table>

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS
For Situation/Task:
Describe a situation when . . .
Why did you . . .?
What were the circumstances surrounding . . .?
What were you reacting to?

For Action:
Exactly what did you do?
Describe specifically how you did that.
What did you do first? Second?
Describe your specific role.
Walk me through the steps you took.

For Result:
What was the result?
How did it work out?
What happened as a result?
What feedback have you gotten?

FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT
How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?
Job Fit
The extent to which activities and responsibilities available in the job are consistent with activities and responsibilities that result in personal satisfaction; the degree to which the work itself is personally satisfying.

Many opportunities for:
Details, Task Variety, Challenging Work, Relationship Building

Few/No opportunities for:
Commission, Travel, Compensation, Formal Recognition

1. [Details] Tell me about a job you’ve had that required high attention to small details. How satisfied/dissatisfied were you with that, and why?

2. [Formal Recognition] Tell me about a time when your achievements were not formally recognized with plaques, awards, and/or ceremonies. How satisfied/dissatisfied were you with that?

3. [Task Variety] Tell me about a time when you had a lot or a little variety in your work. How satisfied/dissatisfied were you with that and why?

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
</table>

**FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS**

For Situation/Task:
Describe a situation when . . .
Why did you . . .?
What were the circumstances surrounding . . .?
What were you reacting to?

For Action:
Exactly what did you do?
Describe specifically how you did that.
What did you do first? Second?
Describe your specific role.
Walk me through the steps you took.

For Result:
What was the result?
How did it work out?
What happened as a result?
What feedback have you gotten?

**FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT**
How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?
INTERVIEW CLOSE

- Ask any additional questions you believe will help you clarify and complete your notes.
- Provide assigned information about the position, organization, or location, and ask if the candidate has any questions.
- Ask the candidate what might prevent him or her from accepting an offer if one was made.
- End by explaining the next steps in the selection process and thanking the candidate for a productive interview.

POST-INTERVIEW DATA EVALUATION

1. Evaluate the data relative to each target.
   - Review each STAR to determine if it is complete and in the right target.
   - Determine whether each STAR is effective or ineffective.
   - Weigh each STAR by considering similarity, impact, and recency.
   - Rate the overall target.

   **NUMERICAL RATINGS**
   
<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Much More Than Acceptable (Significantly exceeds criteria for successful job performance/motivational fit)</td>
</tr>
<tr>
<td>4</td>
<td>More Than Acceptable (Exceeds criteria for successful job performance/motivational fit)</td>
</tr>
<tr>
<td>3</td>
<td>Acceptable (Meets criteria for successful job performance/motivational fit)</td>
</tr>
<tr>
<td>2</td>
<td>Less Than Acceptable (Generally does not meet criteria for successful job performance/motivational fit)</td>
</tr>
<tr>
<td>1</td>
<td>Much Less Than Acceptable (Significantly below criteria for successful job performance/motivational fit)</td>
</tr>
</tbody>
</table>

   **CLARIFYING RATINGS**
   
<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>No opportunity to observe or make an assessment</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete data—need more information</td>
</tr>
<tr>
<td>5H</td>
<td>Too high—so strong in one aspect of a target as to cause weakness in another or overall</td>
</tr>
</tbody>
</table>

2. Evaluate observable targets.
   - Review your notes and communication observations.
   - Rate the key actions for Communication (below) by placing a check mark in the appropriate box for each key action to note whether the candidate’s communication was positive/effective (+), neutral (0), or negative/ineffective (−).
   - Note your rating for Communication in the box.

   **COMMUNICATION**—Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

<table>
<thead>
<tr>
<th>+</th>
<th>0</th>
<th>–</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizes the communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintains audience attention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusts to the audience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensures understanding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adheres to accepted conventions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprehends communication from others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   **RATING**

3. Prepare for data integration.
   - Transfer your ratings to the Rating Grid. Include your comments so you can refer to them during data integration.
## Coverage Grid for ___________________________ Position

<table>
<thead>
<tr>
<th>Targets</th>
<th>Test</th>
<th>Interviewer A</th>
<th>Interviewer B</th>
<th>Interviewer C</th>
<th>Simulation</th>
<th>Reference/Background Check</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Instructions: Complete this Rating Grid after you've interviewed the candidate and evaluated the candidate data.

<table>
<thead>
<tr>
<th>Assigned Targets</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>