### 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

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<th>Years</th>
<th>Degree/Major</th>
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College

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Technical School

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High School

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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

<table>
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<tr>
<th>Job</th>
<th>Dates of employment</th>
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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:

<table>
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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

Customer Focus
Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

Key Actions
- Seeks to understand customers
- Educates customers
- Builds collaborative relationships
- Takes action to meet customer needs and concerns
- Sets up customer feedback systems

1. How do you build collaborative relationships with customers? Give me details about one or two of them.

2. To better serve customers, we sometimes promise more than we can deliver. Tell me about a time when you overcommitted yourself or your company. What happened?

3. What have you done to understand a customer’s point of view about a problem? Give me an example.

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<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
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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?
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 culture; effectively works with individuals of diverse style, ability, and motivation.

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

1. Tell me about a situation in which you had to adjust quickly to a significant change in organization, department, or team priorities. How did the change affect you? What did you do?
2. Tell me about a situation in your job at _________ when you had to abruptly change what you were doing. What did you do? How did the change affect you?
3. Describe a significant example of how you’ve worked with people from diverse backgrounds. What did you do? What was the result?

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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?
Planning and Organizing
Establishing courses of action for self and others to ensure that work is completed efficiently.

Key Actions
- Priorities
- Determines tasks and resources
- Schedules
- Leverages resources
- Stays focused

1. What types of scheduling have you done on your job? Give me an example of something you’ve recently had to schedule.

2. How have you avoided scheduling conflicts when working on a project with other co-workers?

3. Tell me about a time when you adjusted your work schedule because you couldn’t get all the necessary parts, materials, or equipment for a project or work task. Tell me about one of those situations. What did you do?

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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?
**Contributing to Team Success**
Actively participating as a member of a team to move the team toward the completion of goals.

**Key Actions**
- Facilitates goal accomplishment
- Involves others
- Informs others on team
- Models commitment

**RATING**

1. Describe how you have encouraged members on your team to share their perspectives and ideas. What did you do or say to encourage them? What happened?

2. What are some specific tasks you’ve completed that directly contributed to accomplishing a team goal?

3. Describe a time when you needed to share information that would benefit your team/group. What did you do? What was the result?

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

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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?
Continuous Learning
Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions
- Targets learning needs
- Seeks learning activities
- Maximizes learning
- Applies knowledge or skill
- Takes risks in learning

1. What was the most difficult task you had to learn at your previous job? How did you learn it?
2. Seemingly constant changes in processes, procedures, and technology make it difficult to keep up with everything there is to know about our jobs. How do you determine which areas to target for learning?
3. Have you ever had to learn new information about changing products, equipment, or procedures? Tell me about one of those situations and how you learned the new information.

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**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>
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<tbody>
<tr>
<td>5</td>
<td>Much More Than Acceptable (Significantly exceeds criteria for successful job performance/motivational fit)</td>
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<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>
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<tr>
<td>1</td>
<td>Much Less Than Acceptable (Significantly below criteria for successful job performance/motivational fit)</td>
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   **CLARIFYING RATINGS**
   
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<tr>
<th>Rating</th>
<th>Description</th>
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<tbody>
<tr>
<td>N</td>
<td>No opportunity to observe or make an assessment</td>
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<tr>
<td>I</td>
<td>Incomplete data—need more information</td>
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<tr>
<td>5H</td>
<td>Too high—so strong in one aspect of a target as to cause weakness in another or overall</td>
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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.

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