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<th>Position</th>
<th>Technical Job Family</th>
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<tr>
<td>Candidate</td>
<td>_____________________</td>
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<tr>
<td>Interviewer</td>
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<td>Date</td>
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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, process, requirements, or cultures; effectively works with individuals of diverse style, ability, and motivation.

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

RATING

1. Tell me about the most diverse group/team that you’ve been a part of. What problems did you encounter? What did you do? What happened?
2. Can you give me an example of a time when you recently made an effective adjustment to a changing policy or procedure within your work group? What did you do? Why was it effective?
3. Tell me about the most challenging change you’ve faced at work. What did you do? What were the results?

Situation/Task | Action | Result
--- | --- | ---

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?
Continuous Improvement
Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

Key Actions
− Assesses opportunities
− Determines causes
− Targets improvement ideas
− Implements effective improvements

1. Give me an example of a time when you worked with a team or co-worker to improve a process. What was your role? How did you approach the team?
2. Tell me about a time when you challenged an existing work process because you thought it could be improved.
3. Describe a time when you suggested a major change to improve your department/work team. How did you come up with the idea? Who did you talk to?

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS
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FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT
How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?
Coaching
Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

Key Actions
− Clarifies the current situation
− Explains and demonstrates
− Provides feedback and reinforcement
− Uses Key Principles

1. Tell me about a time when you conducted on-the-job coaching. How did you know if your coaching was effective?
2. We all have had situations when the person we were trying to coach rejected our offer of assistance. Tell me about a time this happened to you. Have you had a chance to try a different approach since then? Example?
3. Tell me about a time when you provided feedback to someone after that person performed poorly.

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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

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1. Tell me about a time when you encouraged a quiet team member to get more involved. What did you do or say? What happened?
2. Give me an example of a time when your team/group accomplished its goals. What was your role? What was the team’s role?
3. Tell me about a time when you failed to share information with team members that would have benefited the team. What happened?

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

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**FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT**

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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

### Situation/Task
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1. Describe a situation in which you capitalized on an opportunity to learn a new skill.
2. In any new job there are some things we pick up quickly and other things that take more time to learn. In your last job, tell me about something you picked up quickly and something that took more time to learn.
3. We’ve all had the experience of trying a new technique or process we’ve learned in training, only to have difficulty making it work. Tell me about a time when this happened to you. What did you do? What happened?

### FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS
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### FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT
How satisfied/dissatisfied were you? How did you feel? What did you like/dislike?
Note to interviewer: If motivational fit information has been gathered during the interview, the below questions can be omitted.

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, Complexity, Achievement

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

1. [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?

2. [Compensation] Tell me about a time when you did or did not receive a high salary or generous monetary compensation (e.g., stock options) for your work. How did you feel about that?

3. [Achievement] Tell me about a time when you had difficult goals in your work. How satisfied/dissatisfied were you with that?

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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**
   
   5  Much More Than Acceptable (Significantly exceeds criteria for successful job performance/motivational fit)
   4  More Than Acceptable (Exceeds criteria for successful job performance/motivational fit)
   3  Acceptable (Meets criteria for successful job performance/motivational fit)
   2  Less Than Acceptable (Generally does not meet criteria for successful job performance/motivational fit)
   1  Much Less Than Acceptable (Significantly below criteria for successful job performance/motivational fit)

   **CLARIFYING RATINGS**
   
   N  No opportunity to observe or make an assessment
   I  Incomplete data—need more information
   5H  Too high—so strong in one aspect of a target as to cause weakness in another or overall

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.

   + 0 –  Key Actions
   Organizes the communication
   Maintains audience attention
   Adjusts to the audience
   Ensures understanding
   Adheres to accepted conventions
   Comprehends communication from others

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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**Targeted Selection® Interview Guide**

Candidate ___________________________ Interviewer ___________________________

Position ___________________________ Date ___________________________

**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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