

Interview Guide-Professional Non-Licensed Job Family

Preparation Checklist
1. Review application materials, including resume (curriculum vitae) and any application forms.
2. Prepare to conduct the Key Background Review, if included.
   — Note any jobs/experiences on which you are unclear or would like more information.
   — Note any gaps in employment.
3. Prepare the Planned Behavioral Questions section.
   — Review the dimension definitions and key actions.
   — Modify questions to better fit the candidate’s experience.
   — Decide if the order of the questions should be changed; develop additional questions, if necessary.
4. Prepare the Motivational Fit question page(s), if included.
   — Review the Job Fit definition and significant facets.
   — Review the Location Fit definition and characteristics.
   — Compare the location characteristics to the candidate’s information and mark which ones you will explore during the interview.
   — Modify the questions to find out possible matches/mismatches between job facets and location characteristics and the candidate’s preferences.
5. Estimate the time needed to cover each section of the Interview Guide.

Outline for Opening the Interview
1. Greet the candidate, giving your name and position.
2. Explain the interview’s purpose:
   — To acquaint interviewer and candidate.
   — To learn more about the candidate’s background and experience.
   — To help the candidate understand the position and organization.
3. Describe the interview plan:
   — Briefly review jobs/experiences.
   — Ask questions to get specific information about those jobs/experiences.
   — Provide information about position and organization.
   — Answer candidate’s questions about the position and organization.
   — Point out that you both will get information needed to make good decisions.
   — Indicate that you will be taking notes.
4. Explain the job’s essential functions and ask if the candidate can perform the essential functions. (Required in the United States.)
5. Make the transition to the Key Background Review.
Key Background Review

Work Background

1. Job/Experience _________________________________ Dates _______________________________

2. What were your major responsibilities/duties? Any change in responsibilities?

3. What did/do you like best about the position? What did/do you like least?

4. Why did you (or why are you planning to) leave?

Communication:
Integrity

Maintaining social, ethical, and organizational norms; firmly adhering to codes of conduct and ethical principles.

Key Actions

— Demonstrates honesty
— Keeps commitments
— Behaves consistently
— Maintains confidentiality

Planned Behavioral Questions

1. Describe the most difficult ethical work dilemma that you faced. What did you do?
2. Sometimes strict organizational policies make it 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?
3. Give me an example of when you were asked to do something that you didn’t think was right. What did you do?

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

Integrity Rating: ______
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

Planned Behavioral Questions

1. Tell me about a time when you had to change your work schedule to help a peer. How did this affect you? What happened?

2. Tell me about the most challenging change you’ve faced at work. What did you do? What were the results?

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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</table>

Adaptability Rating: ______

Communication: Adaptability Rating: ______
Planning and Organizing

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

Key Actions
—Prioritizes
—Determines tasks and resources
—Schedules
—Leverages resources
—Stays focused

Planned Behavioral Questions

1. Tell me about a time when you had to coordinate resources (people, processes, departments, equipment) to complete a complex project.

2. What objectives were you expected to meet this year? What steps did you take to make sure you were making progress on all of them?

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

| Situation/Task | Action | Result |

Communication:

Planning and Organizing Rating: _____
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

Planned Behavioral Questions

1. Give me an example of a time when you worked together with a peer/team member to determine roles and responsibilities.

2. Occasionally other people’s work priorities conflict with ours. Tell me about a time when this happened to you. What did you do?

3. Tell me about a recent idea you explored and developed with another peer/team member. Why did you share it with that person? Describe the discussion.

Situation/Task: Action: Result:

Communication: Building Effective Working Relationships Rating: ___

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Interview Close

Final Checklist

1. Introduce the buy-time question.
   "I’m going to ask a question that I’d like you to think about for a few minutes before answering. While you’re thinking, I’ll review my notes to see if there is other information that I need. The question is:

   **What do you consider to be the best or most valuable contribution you made to your organization?**

2. Review notes
   While the candidate is thinking about the question, review your notes to identify any area where more information is needed, or information needs clarification.

3. Buy-time answer
   Ask for the candidate’s answer to the buy-time question.

4. Additional questions
   Ask any additional questions based on the review of your notes.
Interview Close (continued)

5. Simulation (if used)
   — Introduce simulation.
     — "The next part of the interview will give you an opportunity to
demonstrate your skills."
     — Give an overview of the simulation process.
   — Conduct simulation.

6. Position/Organization/Location
   — Provide information on position, organization, or location. If you are the last
   interviewer, check the candidate’s understanding of these areas. (Note
   anything that appears to match or conflict with the candidate’s stated
   motivations and preferences.)
   — Give candidate the opportunity to ask questions. (Note the questions asked
   here.)

7. End the interview.
   — Explain next steps in selection process
   — Thank the candidate for a productive interview.
Complete each step after the interview.

1. Identify complete STARs throughout the Interview Guide.
2. Categorize STARs into appropriate dimensions.
3. Indicate whether each STAR is effective (+) or ineffective (-).
4. Consider the weight of each STAR according to its recency, impact, and similarity to the target job.
5. Determine the rating for each dimension. Record it on the line in the lower right corner of each page.

Use the following scale:

1  Much less than Acceptable
2  Less than Acceptable
3  Acceptable
4  More than Acceptable
5  Much more than Acceptable

Additional Ratings:

N  No opportunity to observe or assess
W  Weak/Want more data (for example, 4W)
5H  Too High

6. Evaluate the applicant’s behavior in the following observable dimension(s).

Review your notes and determine whether the applicant’s behavior in each dimension’s key actions was effective (+), neutral (/), or ineffective/absent (-).

Then, use the scale from step 5 above to rate the applicant’s behavior in the dimension(s). Write the rating on the line provided.

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.

_____ Organizes the communication
_____ Maintains audience attention
_____ Adjusts to the audience
_____ Ensures understanding
_____ Adheres to accepted conventions
_____ Comprehends communication from others

Communication Rating: _____
## Dimension Coverage Grid

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Interviewer A (Expert)</th>
<th>Interviewer B</th>
<th>Interviewer C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Fit</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>2. Communication</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>3. Integrity</td>
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<tr>
<td>4. Adaptability</td>
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<td>✓</td>
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<tr>
<td>5. Planning and Organizing</td>
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<tr>
<td>6. Building Effective Working</td>
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<td>7. Customer Focus</td>
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<td>8. Decision Making</td>
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<tr>
<td>9. Continuous Learning</td>
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