



TARGETED SELECTION[®]

INTERVIEW GUIDE

Job Opening Student Office Worker - Sample

Candidate _____

Interviewer _____

Date _____

Panel Interview

Draft



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 target 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.
 - Introduce panel members stating their 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.

Example: "I will ask you a few behavior based questions. I am looking for specific situations or tasks from your past experiences, your role, any action you took, and the outcome of that particular situation or task."

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

Notes:

PLANNED BEHAVIORAL QUESTIONS



Customer Focus

Ensuring that the customer perspective is a driving force behind business decisions and activities; crafting and implementing service practices that meet customers' and own organization's needs.

Key Actions

- Seeks to understand customer
- Identifies customer service issues
- Creates customer-focused practices
- Assures customer satisfaction

RATING

1. What actions have you instituted that fostered and supported customer focus? Describe one.
2. Customer requests can come at inconvenient times. Tell me about a time when this happened to you.

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 Results

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?





Quality Orientation

Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.

Key Actions

- Follows procedures
- Ensures high-quality output
- Takes action

RATING



1. Tell me about a class project you worked on that involved keeping track of a lot of details.
2. Describe the things you do to avoid errors in your work. Give me a recent example of a time when those methods helped you.

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?
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FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT

How satisfied/dissatisfied were you?

How did you feel?

What did you like/dislike?





Managing Work (includes Time Management)

Effectively managing one's time and resources to ensure that work is completed efficiently.

Key Actions

- Prioritizes
- Makes preparations
- Schedules
- Leverages resources
- Stays focused

RATING

1. Tell me about a time when you were faced with conflicting priorities. How did you determine the top priority?
2. Describe how you've organized materials (files, records, or other information) so that you could find them easily.

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?
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FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT

How satisfied/dissatisfied were you?

How did you feel?

What did you like/dislike?





Engagement Readiness

Demonstrating a willingness to commit to one's work and to invest one's time, talent, and best efforts in accomplishing organizational goals.

Key Actions

- Commits to work
- Cooperates
- Retains focus
- Welcomes new experiences
- Drives toward success
- Expresses self-confidence

RATING

1. Tell me about a time when you collaborated with others to determine a course of action to achieve a specific goal.
2. Tell me about your biggest achievement at work or in school? How did you accomplish this?

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?
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For Results

What was the result?
 How did it work out?
 What happened as a result?
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FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT

How satisfied/dissatisfied were you?

How did you feel?

What did you like/dislike?





Motivational Fit

The extent to which activities and responsibilities available in the job, the organization's mode of operation and values, and the geographic location provide personal satisfaction.

The job provides many opportunities for:
Details, Standardized Work

The job provides few or no opportunities for:

RATING

(Follow up on any motivational fit information gathered throughout the interview.)

-
1. Describe a project or work situation that included responsibilities that you really enjoy. What aspect(s) was most enjoyable?

Situation/Task

Action

Result



INTERVIEW CLOSE

- Introduce the buy-time question.

"I'm going to ask a question that I would like for you to think about for a few minutes before answering. While you're thinking, I'll review my notes to see if there is any other information that I need or information that needs clarification. The question is:"

Considering the responsibilities of this position, where do you see your greatest potential contributions and challenges?

- Review notes.
 - Ask for the candidate's answer to the buy-time question.
-
- Ask any additional questions you believe will help you clarify and complete your notes.
 - Provide information about the position (cover the essential functions of the position), organization, or location.
 - Give the candidate an opportunity to ask questions. (Note the questions asked here.)
-
- End the interview 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 if applicable.

- Review your notes on the observable targets.
- Rate the key actions by placing a check mark in the appropriate box to note whether the candidate's behavior was positive/effective (+), neutral (0), or negative/ineffective (-).
- Note your rating for each target 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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organizes the communication
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintains audience attention
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adjusts to the audience
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensures understanding
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adheres to accepted conventions
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comprehends communication from others

RATING

Impact

Creating a good first impression; commanding attention and respect; showing an air of confidence.

+ 0 - Key Actions

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Dresses appropriately
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Displays professional demeanor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Speaks confidently

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.

Candidate _____ **Interviewer** _____

Position _____ **Date** _____

Instructions: Complete this Rating Grid containing your assigned interview targets after you've interviewed the candidate and evaluated the candidate data.

Rating Grid

Assigned Targets	Rating	Comments
Customer Focus		
Quality Orientation		
Managing Work (includes Time Management)		
Engagement Readiness		
Communication		
Impact		
Motivational Fit		

Data Integration Form

Candidate Name: _____

Competencies	Interviewers								
	Panel Interview								Consensus
1. Customer Focus									
2. Quality Orientation									
3. Managing Work (includes Time Management)									
4. Engagement Readiness									
5. Communication									
6. Impact									
7. Motivational Fit									