STRUCTURED BEHAVIORAL INTERVIEWING

HELPING CANDIDATES TO SOAR!

The New Face of HR, LLC
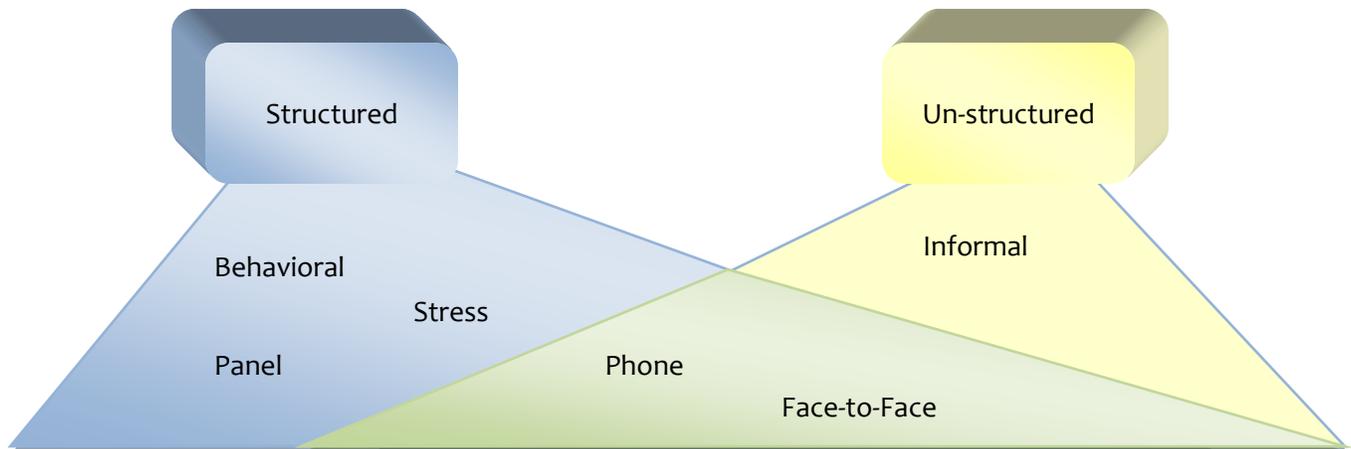
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Types of Interviews

An interview is an assessment of you. It starts from the first contact whether that is a meeting, resume or phone call. You are allready being assessed.

Structured

Behavioral

Stress

Panel

Phone

Face-to-Face

Un-structured

Informal

Structured vs. Un-structured

Unstructured interviews are typically more of a 'get to know you' meeting. The candidate will meet with the hiring manager, recruiter and/or a future co-worker who will ask them about items on their resume or chat about the position and the candidate's skill set.

Structured interview questions are prepared in a fixed format and once the interview questions are developed, all candidates are asked the same questions by the same interviewers and rated on the same scale. This prevents any bias toward one candidate over another based on personal preferences and provides reliability in the outcome.

Behavioral

Behavioral interviews are developed using a specific job description, the company's **core competencies** and the technical skills needed for the position. In the 1970's industrial psychologists developed the behavioral interview based on the assertion that **'past behavior predicts future behavior'**.

1. Tell me about a situation in which you were on a team that failed to meet its objectives. What could the team have done differently? What could you have done differently?
2. Give me an example of an important goal you had to set and tell me about your progress in reaching that goal. What steps did you take?
3. What was your role in your department's most recent success?

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CORE COMPETENCY EXAMPLES

- making and problem solving
- leadership
- motivation
- communication
- interpersonal skills
- planning and organization
- critical thinking skills
- Team building and the ability to influence others.

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Stress Interview

A position that is extremely stressful may call for a stress interview. These are designed to see how you react to stressful situations. They may ask an off-the-wall question like, "If you were an animal, which would you be?" A panel of interviewers may greet you, firing questions at you in quick succession. They may make you wait for an hour before seeing you.

Panel Interview

Normally a structured interview, panel interviews may be conducted for stress interviewing.

However they may simply be used to streamline or expedite the process in order to allow more interviewers to hear responses and rate candidates.

Informal

Because of the resources needed to create a valid and reliable behavioral/structured interview, many small companies will still use the Informal interview method. Typically your first contact is with an internal or external recruiter by phone.
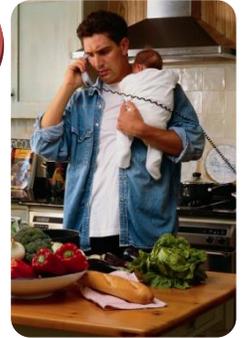
Phone Interview

This call may appear as a friendly chat but *make no mistake – it is part of the interview process.* You need to be prepared. Always have a copy of the posting, your cover letter, resume used to apply (you may have different versions) and any information you have collected available to reference when that phone call comes in.

Use this as an opportunity to build rapport, ask questions, or discuss current events pertaining to the company or the industry. Let them see that you want this job and are excited about the opportunity.

Face-to-Face Interview

When face-to-face interviews are informal, you still want to use the SOAR method when answering if possible.   This is another opportunity to ask questions and discuss the position, business and industry.   Let them see that you want this job and are excited about the opportunity.

1. Why do you want to work here?
2. Tell me about yourself.
3. What are your strengths and weaknesses?
4. Why are you interested in working for us?

The Interviewer: Why they do what they do

The Cost of a Bad Hire

Expense

Bottom line, the Company knows that hiring a new employee is expensive. If a company has a high turnover rate or is in a growth period, **the cost can be significant**. A general estimate is 1.5 to 3.5 times the salary of the position.

Assembly Supervisor $60,041 annual
X 2.5 = $150,102.50

Negative Morale

Seemingly an intangible cost, the negative morale of a workforce is directly reflected in the bottom line of any company, large or small. It affects productivity, lost business opportunities, stress, employee communication and more.

Additional Hiring Activity

Writing, laying out and placing ad
Screening phone calls
Receiving and scanning resumes
Reviewing resumes
Developing a short list of possible candidates
Arranging interviews

Conducting first interviews
Developing a 2nd short list based on interviews
Arranging second interviews
Conducting reference checks
Extending an offer
Sending rejection letters

Considering, it is well worth the Company's time to
Hire right the first time.

Preparation

As you are preparing for your interview the Company representatives are also preparing for your interview. Understanding how they prepare for the interview will assist you in better preparing yourself.

Core Competencies

Core competencies are the abilities or qualities that will allow an employee to succeed in any position within the company. They are a part of the Company's DNA, if the Company does these well it will allow it to grow and succeed. Core competencies give a firm one, or more, competitive advantages that will create and deliver value to its customers.
Examples: Results Oriented Behavior, Analysis, Critical Thinking, Loyalty, Enthusiasm, and Communication.

1. Core Competencies
2. Job Analysis
3. Job Description
4. Create Interview Guide
    a. Interview questions
    b. Rating Scale
5. Train interviewers

Job Analysis

When the job analysis is completed, the Company has a **complete profile of the knowledge, skills and abilities (KSA's)** needed to successfully complete the job.

A detailed examination of the job will provide
1. tasks (performance elements) that make up a job (employee role),
2. conditions under which they are performed, and
3. what the job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, and the physical conditions of the position.

Comprehensive job analysis begins with the study of the organization itself: its purpose, design and structure, inputs and outputs, internal and external environments, and resource constraints. It is the first step in a thorough understanding of the job and forms the basis of job description.

Job Description

The job description is a broad and **general written statement of a specific job**. It is based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports.

Interview Guide

The Core Competencies are reviewed to determine which apply to the job in question. Once this is completed, **questions** that give the interviewers insight to the qualifications of the employee **will be developed.** These questions should be in an open-ended format so that the candidate will give you answers that give specific instances of past behavior. *Past behavior predicts future behavior*. Develop 3-5 questions for each competency so that the interviewers can ask different questions of the candidate. *Note: Once the questions to ask have been decided all candidates are asked the same questions.* **Determine the rating scale** you will use, a general guide would be 5 point spread from 1) very poor to 5) excellent.

The hiring manager(s) should provide a list of technical competencies specific to the job you are hiring for. Add those to the guide. Examples of technical skills could be; proficiency with Microsoft Word, Excel or other software packages.

Training Interviewers

Most hiring managers have little experience in interviewing. In certain instances, you will need to coach them in the basic rules of interviewing. It is good to always remind even a seasoned interviewer, what the basic requirements are.

1. Take notes during interview.
2. Follow rating scales
3. Rate independently of other interviewers
4. Do not ask leading questions. Stick to the pre-determined questions.

The Interview

Prior to conducting the interview, hiring manager(s) and recruiter(s) should **determine** which of the developed questions **they would like to ask**. This can be assigned through preference or random choice but once determined who will ask what, adhere to this format. All candidates must be asked the same questions.   Also determine what will work best for your situation, **face-to-face or panel interviews**.

Federal employment laws have been developed to ensure **that all Americans get a fair and equal chance** in pursuing an employment opportunity. A few of these laws are Title VII, Title IX, Age Discrimination Act of 1967, ITA Immigrations Reform Act (Control Act), EEO and the Americans with Disabilities Act.

After the Interview

All **interviewers will individually rate** the candidate's answers. The **recruiter will combine** all results and then call a debrief meeting. At this meeting interviewers will **discuss their answers and general impressions** and come out of the meeting with either the **successful candidate** or the top 2-3 candidates.   If more interviews are needed to determine the best of the top 2-3, they can be handled in the same manner as the first round or informally with Sr. Executives for their independent evaluation of the candidates.

The Candidate's Goal: a successful interview

Prior to the Interview

Preparing for a Behavioral Interview - Prepare to SOAR!

Review your past work history for examples of projects or tasks where your behavior or success stood out. In measurable terms consider the **S**ituation, **O**bstacles, **A**ction, and **R**esults.

1. Research Company by checking news stories, business databases, friends, employees, etc.
2. Review past successes and failures.*
3. **Practice** telling about them being as specific and detailed as possible. As you **practice** your ability to control rambling will improve and you will be able to recall with confident your past accomplishments.

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S   **O**   **A**   **R**

The software development of our new product stalled. I coordinated the team which got the schedule back on track.

We were able to successfully troubleshoot the issues and solve the problems, within a very short period of time.

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*Review Past Successes

As an exercise to help you to further define your skills and abilities, as you think of your successes and write them in the SOAR format. With that start you can further define each step. Using the example above:

SITUATION: The software development of our new product
What was involved in the software development and what part did you play? Did you write code? Develop the system? Create documentation? Sell or market the product? Administrative needs?

ACTION: I coordinated the team which   RESULT: got the schedule back on track
Where you asked to coordinate the team or did you take the initiative?
Where you the team's leader?
Did you have to convince co-workers to join the team?
What tools did you use to schedule the project?

What you are trying to glean from this exercise is **what competencies you used** to accomplish this task. Once you have the competencies identified, make a list of them.

This will help in two ways:
1. Many postings include the required competencies. This exercise allows you to match your previous experience with the competencies that they are asking for.
2. It also allows you to look across your successes and see which competencies you are consistently good at. You want to promote those competencies.

During the Interview

It's time to shine!

You have prepared for your interview and practiced sharing your successes. This preparation will help you to remain calm and collected. During the interview there are a few things that you want to think about and watch for.

- Firm handshake
- Maintain eye contact (without staring)
- A look of confusion or surprise, don't be afraid to ask if the response answers the question. If not, elaborate.
- Negatively phrased questions are used to see how you handle negative situations. Concentrate on the lesson learned.

Answering Interview Questions

Do's	Don'ts
❖ Take time to think if needed ❖ Give very specific answers ❖ Remember to SOAR	❖ Use company-specific acronyms. ❖ Jump around from idea to idea

And finally, ask questions of everyone. Just like the phone interview, you want to show your interest in the Company, the industry and you want all the interviewers to know you want the position.

Before you leave, ask what the anticipated timeline for a decision will be and what the next steps are.

After interview

As soon as possible after your interview, write a hand-written thank you note. It helps to tell the recruiter that you are sincerely interested.

Approximately 3 days after your interviews are completed, call and see if they need any further information. Let them know how excited you were after hearing about the company. Tell them again that you are the perfect fit and you want the job.

S.O.A.R. Worksheets`

The **situation** was	_____
The **obstacle** was	_____
The **action** I took was	_____
The **results** were	_____
The **competencies** used were	_____

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