Competency Based Interviewing Skills

Accountability Ensures high levels of performance in self and others

Positive Behaviors
- Shows initiative to solve problems, and take on challenges
- Organizes work and manages time effectively; persists despite difficulties
- Meets individual & team commitments
- Promotes the most qualified candidates
- Assigns clear accountability for achieving objectives
- Aligns resources, removes obstacles
- Uses coaching model for developing solutions with individuals and teams

Behaviors To Avoid
- Fails to deliver on commitments
- Makes excuses
- Produces low quality work; careless
- Procrastinates
- Ignores opportunities to learn, develop, and improve performance
- Delivers work late or not at all
- Fails to set or manage expectations

SAMPLE PROBES:
- What challenges did you face? **(ST)**
- What did you do? **(ST)**
- What was the result? **(A)**
- What happened? **(A)**
- Why was this effective? **(R)**
- How did this turn out? **(R)**

KEY:
ST – Situation or Task
A – Action
R – Result

INTERVIEW QUESTIONS (CHOOSE ONE*) – RECORD YOUR NOTES BELOW USING THE ST-A-R FORMAT.

1. Tell me about a time when you had to implement a complex company directive and explain how you approached the task.
2. Tell me about a time when you were asked to do something unexpected.
3. Give me an example of a time when you were the leader of a project with specific deadlines and you were not able to meet the deadlines.
4. Give me an example of a time when you were given a project with specific deadlines. What approach did you use to meet the deadline?

**Note: an additional question may be asked if incomplete ST-A-R answer given to first question, and/or time permits.*

Question #___	Question #___
ST	ST
A	A
R	R

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