

# Behavioral Interviews

## An Evidence-Based Approach to Hiring the Right Candidate

### Basic Premise of Behavioral Interviewing

Past performance is the best indicator of future performance.

### Goals of Behavioral Interviewing

- Eliminate bias.
- Eliminate inconsistency and randomness.
- Establish consistency, objectivity, reliability, and fairness.

### Overview of the Behavioral Interviewing Process

- ✓ Identify competencies.
- ✓ Develop behavioral-based questions.
- ✓ Review resumes.
- ✓ Conduct interviews using behavioral-based questions and follow-up questions.
- ✓ Evaluate candidates objectively.

### Characteristics of Effectively Written Competencies

- Define expectations, not tasks.
- Describe observable knowledge, such as skills and abilities (as opposed to attitudes).
- Explain appropriate job performance.
- Exist at various levels of performance.

### Characteristics of Effective Behavioral Questions

- ✓ Realistic
- ✓ Unambiguous
- ✓ Brief
- ✓ Natural

### Asking Follow-Up Questions

You'll want to follow-up on your initial question:

- When the candidate gives vague or theoretical answers
- When the candidate's answer contains inconsistencies
- When you want additional details
- When you want a self-appraisal from the candidate

### "SPOT" Resumes

Use this acronym to help find the most qualified candidates. Resumes should be:

- ✓ **S**pecific: Contain detailed accomplishments relating to the competencies you are looking for.
- ✓ **P**rofessional: Look neat and be free from misspellings and grammatical errors.
- ✓ **O**rganized: Readable and concise.
- ✓ **T**argeted: Closely reflect the position you are seeking to fill.

### Tips for Conducting Interviews

- **Start slow and safe:** Help the candidate feel relaxed.
- **Ask a question and then be silent:** Give the candidate time to respond.
- **Listen!** The candidate should be doing most of the talking.
- **Manage, but don't dominate, the conversation:** To a degree, allow them to say what's on their minds.
- **Take notes:** Notes should reflect actual statements, not impressions or opinions.

### "EAO" Answers

Use this acronym to help you track what to look for in candidates' answers to your behavioral-based question.

- ✓ **E**xample: Look for a description of a real-world situation.
- ✓ **A**ction: Look for what they did—this may include their thinking process or alternatives considered.
- ✓ **O**utcome: Look for an explanation of results—this may include what they learned.

### How to Evaluate Candidates Objectively

- Record what each candidate actually said, not your interpretations or opinions.
- Create an evaluation grid.
- Compare candidates' scores side-by-side.