

ASA  
American Staffing Association

# The Art of Behavioral-Based Interviewing

ASAPro  
WEBINARS

Feb. 19

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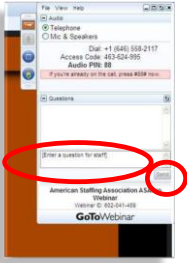
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## How to Ask a Question

- Questions Panel
  - Type your questions into the Questions panel and click Send.




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## How to Submit Your CE for This Webinar

- Visit the ASAPro home page at [americanstaffing.net/asapro](http://americanstaffing.net/asapro).
- Log in to your ASAPro account.
- Click on CE Submission Form.




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**NEXTAFF**  
Behavioral Based Interview Strategies

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The Art of Behavioral-Based Interviewing

Presented by  
John A. Thomas CSP,CTS

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**NEXTAFF**  
Polling Question

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How many applicants do you interview each day?

1. 1-2
2. 3-5
3. 6-7
4. 8+

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**NEXTAFF**  
Top 10 Goals of the Interview

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- Identify competencies
- Determine skills - fit for job requirements
- Assess individual accomplishments
- Motivation for change
- Fit for/in environment

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**NEXTAFF** Top 10 Goals of the Interview, Cont'd

- Interpersonal skills
- Knowledge of company
- Determine career path
- Leadership skills



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**NEXTAFF** Other Survey Information

- **Initiative**
- **Allow time to talk - candidate**
- **Compensation requirements**
- **Interview style - Company**
  - 57% - Behavioral
  - 29% - Situational
  - 14% - Structured
  - 14% - Unstructured
- **Interview style – Staffing Firm focus**
  - 71% - Behavioral
  - 29% - Technical



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**NEXTAFF** Problems with the Interview

- Excessive talking by the interviewer
- Inconsistency in questions
- Questions unrelated to the job
- Stereotyping applicants



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**NEXTAFF** Problems with the interview, Cont'd

- Making the decision too quickly
- Allowing one or two either good or bad characteristics to influence the overall evaluation
- Favorably evaluating the applicant because he or she is similar to the interviewer

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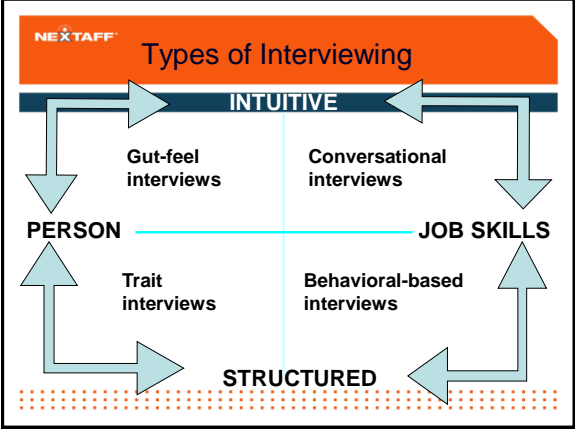
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**NEXTAFF** Benefits of Behavioral Interviewing

- More complete/accurate
- Can compare candidates on same criteria
- Past behavior predicts future behavior
- Get information on behaviors, job fit as well as experience

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**NEX TAFF**

### Benefits of Behavioral Interviewing

- Less imitation
- More legally defensible
- Works at all job levels
- Less demand on the interviewer

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**NEX TAFF**

### The process for Behavioral Interviewing



- Conduct job analysis
- Write behaviorally based questions
- Conduct the interview
- Evaluate the responses
- Compare candidates

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**NEX TAFF**

### Position Analysis

- Gather information
- Consider behavioral dimensions
  - Thinking skills
  - Teamwork
  - Work ethic
  - Flexibility
- Confirm profile with hiring manager
- Conduct job analysis interview with the HR Manager
- Identify 3-5 dimensions for the position
- Identify other requirements needed

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**NEXTAFF**  
**Writing the Effective Position Profile**

- Company information
- Company description
- Position information
- Department information
- Job description and most important duties
- Behavioral traits needed
- Qualifications
- Skills needed
- Salary information
- Hiring process
- Timing

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**NEXTAFF**  
**How to write the Behavioral based question**

- Ensure questions are open minded
- Ask about past experiences
- Use "Situation-Action-Result" format
- Ask professional and technical questions

**Legal issues: Stay focused on the job!**

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**NEXTAFF**  
**Sample Behavioral-based Questions**

Core Competencies:

- Thinking skills
- Motivation
- Teamwork
- Flexibility

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**NEX TAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Thinking Skills**  
 Tell me about a time you made a decision or handled an assignment where the procedures or instructions you had been given were unclear, ambiguous or contradictory.




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**NEX TAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Thinking Skills**  
 Describe an unusual or creative approach you have taken to solving a problem.




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**NEX TAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Motivation**

- Describe a situation where you set challenging objectives for yourself and accomplished them.
- Describe a situation where you set challenging objectives for yourself and did not accomplish them.




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**NEXTAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Motivation**  
 Give me an example of when you demonstrated initiative, that is, you set out to learn something or do something without anyone prompting or reminding you.




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**NEXTAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Teamwork**  
 Tell me about a recent time when someone didn't agree with your approach to or analysis of a problem, but where your analysis proved to be right – What were the circumstances? What was your approach? How did you learn about the other person's disagreement? What did you do and how did it all turn out?




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**NEXTAFF**  
**Sample Behavioral-based Questions**

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Core Competencies

**Teamwork**  
 Give me an example of an area you really need to work on to become more effective. Tell me about the most recent time this became obvious to you.




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**NEX TAFF**

### Polling Question

How long is your interview?

- 5 Minutes or less
- 5 -10 Minutes
- 10 – 20 Minutes
- 20 – 30 Minutes
- 30+ Minutes

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**NEX TAFF**

### Conducting the Interview

- Build rapport
- Describe the interview process
  - You will be taking notes
  - They should answer with specific examples (not what they WOULD do)
- Allow Silence
- Probe for Situation, Action, Result
- Ask questions for each dimension ( at least 2 if possible)
- Use pre-planned behavioral questions
- Ask about past experience based on resume
- Be prepared for some interviewing obstacles:
  - The silent type /Can't think of a response
  - The slip /The monopolizer

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**NEX TAFF**

### Evaluating Responses

- Evaluate candidate on each dimension
- Use predetermined rating scale
- Include experience and education dimensions also
- Rate dimensions
  - Create a table with each dimension rating for all candidates
- Compare ratings
  - Consider which dimensions are easily trained and give less weight

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**NEXTAFF**

## Candidate Matrix

Instructions: The interviewer completes this matrix by (1) listing additional key dimensions upon which all applicants will be evaluated and (2) rating all applicants' experience and skills relative to these job requirements.

Please use the following evaluation ratings for each applicant and category:

- E - Exceptional
- S - Satisfactory
- M - Marginal
- U - Unacceptable
- N/A - Behavior not observed

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**NEXTAFF**

## Questions & Answers

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## Thank You for Attending

- Today's webinar has been recorded.
- Recording will be available within two weeks.

**ASAPro** Professional Development Center

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### Upcoming Webinar

- Feb. 21: How to Design and Implement a Successful Disaster Recovery Plan
- Feb. 28: Minimize the Drama in Your Office
- March 6: Affordable Care Act Cost Calculator for Staffing – New Tool

**These ASAPro webinars each qualify for 1.0 active CE hour**

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