**Competency Based Interview Guide**

Person Being Interviewed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position Applied For: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Division / Business Unit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Interviewer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**How to use this guide**

The questions are competency based and responses should generate an answer which includes a description of the situation, action/s taken and the outcome.

The questions included in this guide can be used at your discretion. They will need to be reviewed to ensure they relate to the vacancy. You may add, change or delete them as required. You will also need to include specific technical questions.

**Preparing for the Interview**

1. Review application materials, including resume and any application forms
2. Prepare to conduct the Background Review (see further below)
   * Note any jobs/experience on which you are unclear or would like more information
   * Note any gaps in employment
3. Review the competency-based interview questions
   * Select the competency’s and questions that fit the role
   * Modify questions to fit better with the candidate’s experience
   * Develop additional questions if necessary
4. Estimate the time needed to cover each section of the interview guide

**Beginning the Interview**

1. Greet the candidate, giving your name and position
2. Explain the purpose of the interview
3. To understand better the candidates background
4. To give the candidate an opportunity to demonstrate the qualities required in the role
5. Importantly, to give the candidate a chance to find out more about the role and about the organisation
6. Describe the Structure of the Interview
   1. Review of background
   2. Specific questions about the candidate’s jobs and experiences
   3. Provide information about the position and the organisation
   4. For both of you to get the information needed to make a good decision
   5. Indicate that you will be taking notes
7. Proceed to the Background Review

**Rating**

Apply 1 to 5 rating as questions are answered. Consider the weight of each example according to how recent it occurred, the impact it had and how similar it is, if at all, to the vacancy.

1. More than exceeds expectations

2. Exceeds expectations

3. Acceptable

4. Below expectations

5. Does not meet expectations

**Probing Questions**

In addition to the sample questions below, think about probing questions such as:

* What actions did you take?
* How many others were involved?
* What part did you play yourself?
* How successful were you?
* What did you learn as a result?

**Opening/Warm Up Questions**

* Briefly summarize your work history for me? (Choose a starting point if long work history to keep it relevant).
* Please describe for us one or two of your most important accomplishments that relate to this role?

**Background Review – Most recent/ relevant role**

* + 1. Job/Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
    2. What were your major responsibilities?
    3. What did you like best about the role? What did you like least?
    4. Why did you (or you planning to) leave?

Rating: 1 2 3 4 5

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| **Customer Service Orientation / Able to push back?**  Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to customer satisfaction. |

Customers do sometimes have unrealistic expectations. Can you describe a time when you had a customer with unrealistic expectations? What did you do? How did you change their expectations what was the outcome?

Building a strong relationship is often important in dealing with customers. Can you walk me through a time when it was particularly important to establish a good relationship with a customer? How did you do this?

We don’t always agree on the best way to handle internal/external customers. When was the last time your manager/supervisor/team leader criticised the way how handled an internal/external customer? (Why?)

Rating: 1 2 3 4 5

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| **Attention to Detail**  Consistently giving careful consideration to all the detailed aspects of a role, showing a high concern for accuracy |

Sometimes we’ve all been too busy to check all the details of a project. Tell me about a time when this happened to you and some errors were made. What happened?

Most of us find at least one aspect of our work frustrating or less interesting? Can you give me an example of this in your current role and why? How do you ensure that such aspects are completed?

Describe a time when you identified an error or problem that had escaped others’ attention. What did you do? What was the outcome?

Rating: 1 2 3 4 5

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| **Planning and Organising**  Establishing and implementing a course of action for yourself and/or others to ensure that assignments and projects are completed successfully. |

Give me a recent example of a time where you were faced with conflicting priorities. What did you do? What was the result?

It’s challenging to know how to prioritise projects/activities/responsibilities. Tell me about a time you incorrectly prioritised a project/activity/responsibility. What happened? How did you correct the situation? What did you learn from that situation?

How do you manage situations when your work is constantly being interrupted? Outline a situation where this occurred and how you handled it.

Rating: 1 2 3 4 5

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| **Initiative / Innovative Thinking**  Able to identify fresh approaches to complete an assignment. Being proactive in the workplace without waiting to be instructed |

Describe some ways you have changed your most recent job? What prompted you to make those changes?

Can you think of a problem you have encountered when the old solutions didn't work & when you came up with new solutions?

Please tell us about a time when you had to use your own initiative to get something done. What action did you take & why was it important that you did this?

Rating: 1 2 3 4 5

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| **Teamwork / Collaboration**  Working effectively with colleagues and external partners whatever their backgrounds to achieve the desired outcomes. Able to identify how their own work fits with the work of others. |

Describe a time when suggestions you made enabled the team you were working in to achieve its goals. What did you suggest? What was the outcome?

When working as part of a team, we sometimes find ourselves having to work with difficult team members to accomplish team goals. How have you managed conflict with a fellow team member in the past? What did you do or say? What was the outcome?

Sometimes it can be frustrating to try and get information from other people so you can solve a problem. Please describe a situation you’ve had like this. What happened? What was the outcome?

Rating: 1 2 3 4 5

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| **Problem Solving / Decision Making**  Making effective decisions by ensuring that the issues are fully understood and that the appropriate options are evaluated |

Describe a specific task/situation you found especially challenging. What was it that you found difficult? How did you overcome it? What was the result?

Describe a situation in which you had to determine the best course of action to address a work issue/opportunity. Explain what you did and what the outcome was? What process did you go through to decide the best course of action?

We all make decisions that turn out to be mistakes. Describe a work decision you

made that you wish you could do over.

Rating: 1 2 3 4 5

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| **Drive to Achieve**  Ability to complete tasks and assignments in the best possible way. Demonstrates willingness to overcome obstacles and learn new things to complete tasks. |

Tell me about a time when it was not clear how to complete your assignment. How did you go about getting the information or deciding how to work?

Can you give am example of when you suffered a major set back? What was it? What did you to overcome it? Why did you use that approach? What did you learn from that? What would you now do differently as a result?

Rating: 1 2 3 4 5

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| **Adaptability**  Maintaining effectiveness in a changing environment and able to view change as a positive opportunity |

Tell me about an important task that you were working on for your manager when the specification/requirements changed significantly. What did you do? What were the results?

Have you ever had to take over a project or task before it was completed? What was the project / task? How did you ensure you could confidently take over the project / task?

Jobs differ in the degree to which unexpected changes and interruptions can disrupt daily responsibilities. How do you feel when this happens? Why? Tell me about a time when this happened recently.

Rating: 1 2 3 4 5

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| **Work Standard**  Setting high standards of performance for self and others; assuring responsibility and accountability for successfully completing assignments or tasks; self imposing standards of excellence rather than having standards imposed. |

At times we are all sometimes forced to sacrifice quality in order to get work done on time. Tell me about a time when this happened to you. What did you do?

Can you describe a time when you experience a heavy workload? How did you manage to complete the work within the set time frames without compromising standards?

Think about a time your work was above standard and a time it was below standard. What were some of the reasons for the difference in performance?

**Technical question examples**

* [Insert specific technical questions relevant to the role]

**Additional Questions**

* Describe your ideal role? What are looking for in your next position?
* Ask about strengths and weakness
* What are the main frustrations are in their current role and how they overcome them
* What aspects of their current role that give them the most satisfaction

**Finish interview**

* Are there any questions you would like to ask me about the position or about the organisation? (Note the candidate’s questions below)

**After the Interview**

* Review all responses and identify where complete examples were provided and where there are gaps that need to be explored further.
* Check responses are consistent and weather each behavioural example is positive or negative.
* Consider the weight of each example according to how recent it occurred, the impact

it had and how similar it is, if at all, to the vacancy.

* If you have not applied ratings, apply 1 to 5 rating as questions are answered. Consider the weight of each example according to how recent it occurred, the impact it had and how similar it is, if at all, to the vacancy.

1. More than exceeds expectations

2. Exceeds expectations

3. Acceptable

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5. Does not meet expectations

* Consider alignment to Company’s values, culture and team fit.