
COMPETENCY INTERVIEWING

Name of Candidate: _____

Name of Interviewer: _____

Position: _____

Interview Date: _____

Instructions:

1. **Identify and Define** the essential competencies required to be successful in the role prior to developing interview questions.
2. **Interview questions** should correlate with specific competencies, and all candidates should be asked the same questions.
3. **Provide each candidate with a copy** of the interview questions to reference during the interview.
 - a. **Optional:** Allow each candidate an allotted amount of time to review questions before the start of the interview.
4. **Hiring Manager or Search Committee Chair** should initiate introductions, provide a brief overview of the position, and answer any clarifying questions the candidate may have upfront.
5. **Competency related interviews** often requires the candidate to “Think about an example” or provide “specific details and steps”. Let the candidate know that taking a minute or two is okay.
6. **STAR Responses:** When applicable, prep the candidate to provide you with a specific **Situation/Task** that occurred, what **Actions** they took within that situation or task and what were **Results** of their decision. R can also stand for their **Reflection** (what did they learn from the situation or what would they do differently).
7. **Rotate questions** among interview panel participants and each panelist should take notes during the interview.
8. **All panel participants** will rate each candidate on the interview guide immediately after completing the interview.
9. **Rate each response:** 0 to 1 = Strong Evidence competency not present, 2 to 3 = Some Evidence competency is present, 4 = Strong Evidence competency is present, 5 = Very Strong Evidence competency is present.
10. **Consider all perspectives** when discussing any differences in ratings. Lead with Strengths firsts and remember to compare candidates to criteria not each other.
11. Hiring Manager or Search Committee Chair should collect all forms and send them to HR after the interview process is complete.

REVELANT JOB EXPERIENCE



- 1. How is this position similar or different from other roles you have held?
- 2. What skills are hoping to learn or further develop in this position?

Situation/Task	Action	Result
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FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task

Describe a situation when ...
Why did you ...?
What were the circumstances surrounding ...?
What were you reacting to?

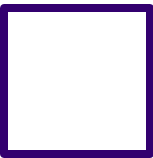
For Action

Exactly what did you do?
Describe specifically how you did that. What did you do first?
Second? Describe your specific role.
Walk me through the steps you took.

For Results

What was the result? How did it work out?
What happened as a result?
What feedback have you gotten?

APPLIED LEARNING



- 1. What was the hardest thing you had to learn on your current or previous job? How did you learn it?
- 2. What tricks and techniques have you learned to make your job easier or your work more effective? Tell me how you learned one of these techniques.

Situation/Task	Action	Result
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FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task
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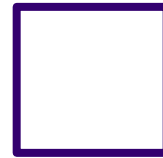
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For Results
What was the result? How did it work out?
What happened as a result?
What feedback have you gotten?

- ## Result

What feedback have you gotten?

CRITICAL THINKING



1. Sometimes we have to make decisions very quickly. Describe a time when you made a decision too quickly.

Situation/Task

Action

Result

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task

Describe a situation when...

Why did you...?

What were the circumstances surrounding ...?

What were you reacting to?

For Action

Exactly what did you do?

Describe specifically how you did that. What did you do first?

Second? Describe your specific role.

Walk me through the steps you took.

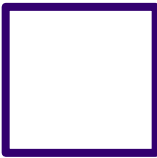
For Results

What was the result? How did it work out?

What happened as a result?

What feedback have you gotten?

COMMUNICATION



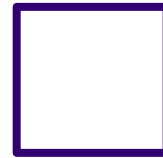
- 1. In your previous positions, how have you been able to effectively demonstrate your written communication skills to your leaders and peers?
- 2. Please describe an example of a specific way you used your communication skills to resolve a conflict or misunderstanding with a colleague (or student, customer).

Situation/Task	Action	Result
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FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task Describe a situation when ... Why did you ...? What were the circumstances surrounding ...? What were you reacting to?	For Action Exactly what did you do? Describe specifically how you did that. What did you do first? Second? Describe your specific role. Walk me through the steps you took.	For Results What was the result? How did it work out? What happened as a result? What feedback have you gotten?
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ADAPTABILITY



1. Tell us about a time you were working on a project and requirements and deadline for that project suddenly changed, how did you adjust to the changes?

Situation/Task

Action

Result

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task

Describe a situation when...

Why did you...?

What were the circumstances surrounding ...?

What were you reacting to?

For Action

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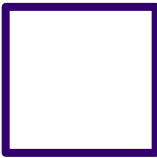
For Results

What was the result? How did it work out?

What happened as a result?

What feedback have you gotten?

LEADERSHIP



1. In your previous roles, have you ever experienced a time when your staff did not want to take on a project or task? Explain how you have helped them to understand how the expectation fits with your operation plan.
2. Tell us about a time when a staff member was under-performing. How did you hold them accountable and help them improve on their performance?

Situation/Task	Action	Result
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FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task

Describe a situation when...

Why did you...?

What were the circumstances surrounding ...?

What were you reacting to?

For Action

Exactly what did you do?
Describe specifically how you did that. What did you do first?
Second? Describe your specific role.
Walk me through the steps you took.

For Results

What was the result? How did it work out?
What happened as a result?
What feedback have you gotten?

- ## Result

What feedback have you gotten?

MOTIVATIONAL FIT



1. Give an example of when you were proactive in expanding your knowledge at work without being directed to do so?
2. When was the last time you asked for direct feedback from your supervisor your peers? Why?

Situation/Task

Action

Result

FOLLOW-UP QUESTIONS TO BUILD COMPLETE

For Situation/Task Describe a situation when...

Why did you...?

What were the circumstances surrounding ...?

What were you reacting to?

