# Behavioral Interview Guides

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## KANSAS STATE
## UNIVERSITY | Human Resources

## General Guidelines for using PageUp People

1. Your session will timeout after 90 minutes of inactivity.

2. Do not share your login details with any other person. Log out completely from your web browser upon completion in the system.

3. Your computer must meet the following system requirements in order for PageUp People to function correctly:

   ➢ A screen resolution of 800 x 600 pixels or higher

   ➢ At least a 56k modem Internet connection

## Interview Guides

Research has shown that behavioral based interviewing is one of the most effective interviewing styles to determine if a candidate possesses the skills necessary to fulfill the job duties. The applicant tracking system makes it easy to build and share an interview guide to be used during the search process.

To begin click on the **hamburger** in the right-hand corner of the screen.
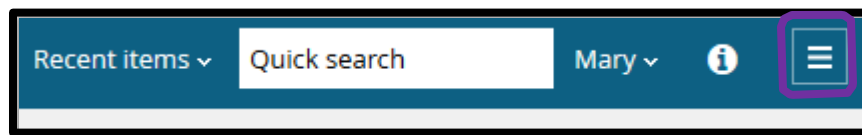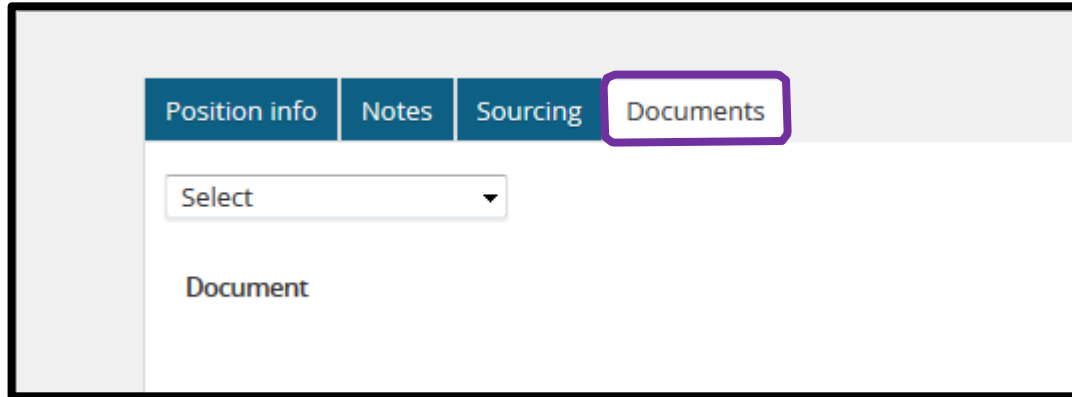
Next, select **Manage jobs**.
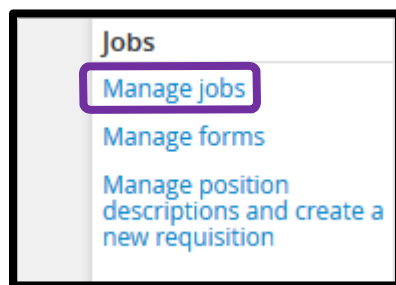
From the list of open jobs, select a job title for which you would like to build a behavioral interview guide.
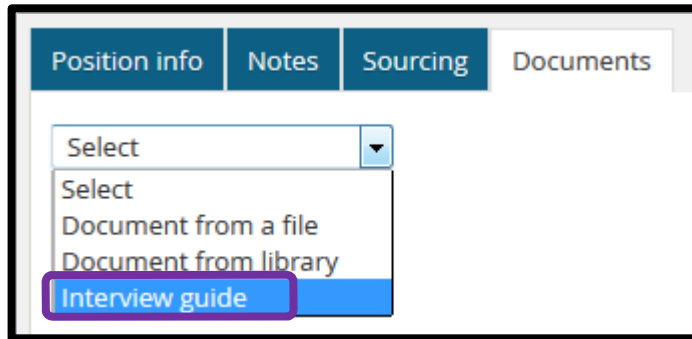
Once you have selected a job, this will take you to the Requisition Information page. Select Documents tab.



Next, select the drop down menu and click on **Interview Guide.**

○ Create a new interview guide for this job.

OR

○ Select existing interview guides from the library:

✚ Faculty

✚ Hourly Students

✚ Unclassified

✚ University Support Staff

Depending on your search you can select guides that have been pre-built, or create your own.

Select the **Create a new guide for this job** and click **Next** at the bottom of the pop up window.

## Creating Interview Guides

You will now begin to create your interview guide.

Please fill in all mandatory fields marked with an asterisk (*).

Name:*

Interview type:* [ Select ▼ ]

Interview guide template:* [ Select ▼ ]   Create new template

Competency library:                           Selected competencies:          Remove all

✚ Adaptable/Change Managment                    No competencies selected.

✚ Analytical Thinking

✚ Bravery

✚ Building Relationships

✚ Business Systems Thinking

✚ Communication

✚ Conflict Resolution

✚ Customer Orientation

✚ Decision Making

✚ Delegation

✚ Employee Development

[ Save ]  [ Cancel ]

## Naming the Interview Guides

**Name** the guide (typically similar to the job title for the current search).

Please fill in all mandatory fields marked with an asterisk (*).

| | |
|---|---|
| Name:* | Program Manager |
| Interview type:* | Select ▼ |
| | Select |
| Interview guide template:* | Phone screen — Create new template |
| | 1st Interview |
| | 2nd Interview |
| Competency library: | 3rd Interview — Selected competencies: R |

Select the **Interview Type: Phone screen, 1<sup>st</sup> Interview, 2<sup>nd</sup> Interview, or 3<sup>rd</sup> Interview.**

Select the **Interview Questions Guide Template.**

Please fill in all mandatory fields marked with an asterisk (*).

| | |
|---|---|
| Name:* | Program Manager |
| Interview type:* | 1st Interview ▼ |
| Interview guide template:* | Interview Questions Guide Template ▼ |

| Competency library: | Selected competencies: | Remove all |
|---|---|---|
| ✛ Adaptable/Change Managment | No competencies selected. | |
| ✛ Analytical Thinking | | |
| ✛ Bravery | | |
| ✛ Building Relationships | | |
| ✛ Business Systems Thinking | | |
| ✛ Communication | | |
| ✛ Conflict Resolution | | |
| ✛ Customer Orientation | | |
| ✛ Decision Making | | |
| ✛ Delegation | | |

Save    Cancel

## Selecting Competencies

Now you can select the competencies from the competency library that are critical to have for the position.
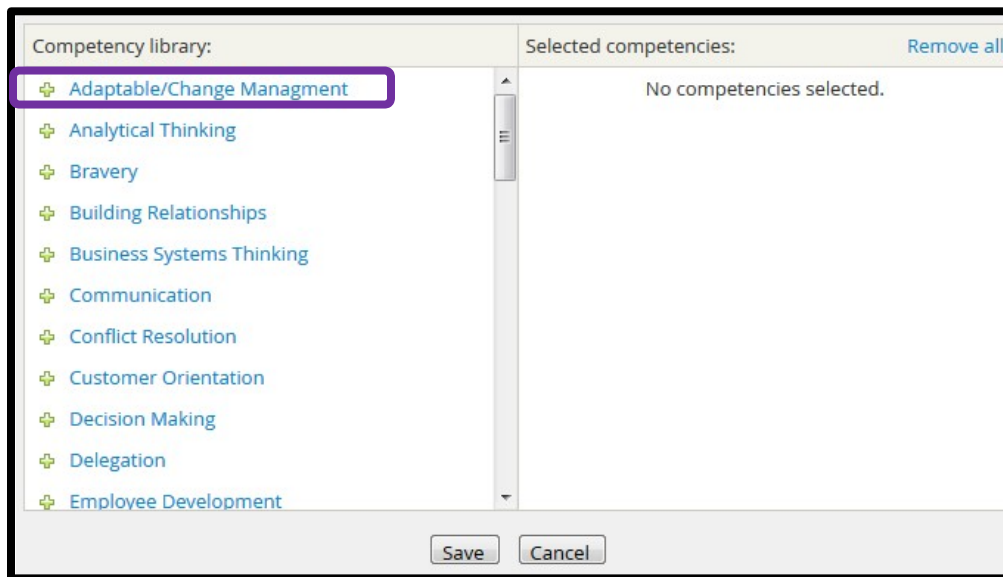


You can click on the ✚ to review the available questions relevant to the competency. Next, click on the **Add** link and it will transfer the question to the **Selected competencies** on the right-hand side. Once you have added all of the questions you would like to use in the interview guide, click **Save**.

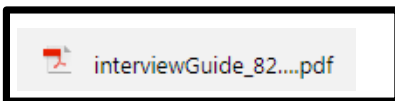You will have the ability to **Edit, View, or Remove** the Interview Guide in the **Documents** tab.



By selecting Download the interview guide will create a PDF document in the lower left-hand side of the screen.

## Interview Guide Document

Interview guide number: 82

Program Manager

Interview Questions Guide

Name of Candidate:*

Date of interview*

Interviewed by*

### Tips for interviewing success:

- **Prepare:** Even if you are an experienced interviewer, resist the temptation to "wing it". Give appropriate consideration to the items you want to focus on and the specific questions you want to ask. Take time to familiarize yourself with competencies so you can evaluate candidate's responses with these in mind.
- **Budget your time:** Consider the time available to conduct the interview relative to the number of items you want to evaluate. Generally it is recommended to evaluate no more than five to seven competencies in a one-hour session.
- **Stay neutral:** Listen attentively but avoid small talk and approving responses. Stick to the structure of the interview and establish an appropriately formal tone.
- **Stay relevant:** People conducting interviews should ask questions that are only relevant to the knowledge, skills, abilities, and experience required for the position.
- **Take notes:** Stay engaged with what the candidate is saying but don't forget to record your observations during the course of the interview. Key facts and bullet-point observations will keep recollections fresh.
- **Be consistent:** Ask the same questions in the same sequence for each candidate for a particular position.
- **Evaluate carefully:** Be careful of rushing to judgment. As you progress from the initial question through the various follow-ups, your assessment of the candidate's responses may shift positively or negatively. Also, leave enough time after the interview to take stock of your observations and review the ratings.
- **Avoid asking questions about ...** Race, National origin, Gender, Age, Status as a veteran, Sexual Orientation, Pregnancy or marital status, Handicap or disability, Military discharge, Status as a veteran, Religion, Arrest records
- **80/20 Rule:** The 80/20 rule is a good principle to apply when interviewing. When conducting an interview, the candidate should be doing around 80% of the talking, leaving you with the remaining 20% of the time to frame questions, probe for more information and insight, and, where appropriate, promote the position so that it is attractive to the candidate.

### Setting the stage: Sample opening

- *"During the interview I will be asking questions about your experiences"*
- *"I am particularly interested in how you did what you did and why you did it that way."*
- *"Please take your time in answering. I will be taking notes so I accurately record your experiences."*
- *"Do you have any questions?"*

### Structured Probes:

Structured follow-up probes are important for gaining more insight into a candidate's strength or experience on a particular item. Following each main interview question, ask each of these follow-up probes.

- **Actions:** "How did you approach it? How did you do it?" (Listen for specific action steps.)
- **Thinking:** "Explain your thinking – why you selected that approach. Why did you choose to do it that way?" (Listen for rationale and consideration of alternatives.)
- **Outcome:** "What was the result? What was the impact?"
- **Learning:** "What did you take away from this? What is the relevance?" (Listen for principles or rules of thumb.)
- **Application:** "Describe a time when you used those lessons in a different situation?"

The interview guide is available for use by search committee members. **\*REMEMBER**: any documents used in the search process must be uploaded to the **Documents** tab in order to maintain all the materials that relate to the search.