



TARGETED SELECTION®

INTERVIEW GUIDE

Job Opening Administrative Support Associate I - Example

Candidate _____

Interviewer _____

Date _____

Interviewer A (Expert)



INTERVIEW PREPARATION

1. Review candidate materials.
2. If assigned, prepare to conduct the Key Background Review to seek relevant information about the candidate's educational background, work history, knowledge, experiences, and motivations.
3. Prepare the Planned Behavioral Questions section.
 - Review the definitions and key actions.
 - If necessary, modify questions to better fit the candidate's knowledge and experience as well as the target position.
 - Determine the order in which you'll ask the questions for each target.
 - Develop additional questions if necessary.

Note: Your goal is to collect three complete STARs for each target.
4. Estimate the time needed to cover each section of the Interview Guide
 - To help stay on track during the interview, record start times at the top of each page in the guide.



INTERVIEW OPENING

1. Greet the candidate, stating your name and position.
2. Explain the interview's purpose: To make sure you and the candidate get the information needed to make good decisions.
3. Describe the interview plan, explaining that you will:
 - Briefly review the candidate's education and work history (if assigned).
 - Ask questions to get specific information about the candidate's jobs, experiences, and knowledge.
 - Provide information and answer the candidate's questions about the organization and the position.
4. Explain that you will take notes throughout the interview.
5. Make the transition to the first section.



KEY BACKGROUND REVIEW

EDUCATIONAL BACKGROUND (do not seek information provided on resume)

Graduate School _____ Years _____ Degree/Major _____ GPA _____ out of _____

College _____ Years _____ Degree/Major _____ GPA _____ out of _____

Technical School _____ Years _____ Degree/Major _____ GPA _____ out of _____

High School _____ Years _____ Degree/Major _____ GPA _____ out of _____

1. What other education or training have you had?
2. How did your education/training prepare you for a job such as this?
3. Which classes did you enjoy the most? Why?
4. Which classes did you enjoy the least? Why?

Notes:

WORK HISTORY

Job _____ Dates of employment _____

1. Why do/did you want to leave this job?
2. Describe your duties and responsibilities in your job.
3. What do/did you like most/least about your job?
4. (If applicable) Why did you take a break from the workforce?

Notes:

Job _____ Dates of employment _____

1. Why do/did you want to leave this job?
2. Describe your duties and responsibilities in your job.
3. What do/did you like most/least about your job?
4. (If applicable) Why did you take a break from the workforce?

Notes:

PLANNED BEHAVIORAL QUESTIONS



Technical / Professional Knowledge Key Actions

Having achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise.

- Understands technical/professional terminology and developments
- Knows how to apply a technical/professional skill or procedure
- Knows when to apply a technical/professional skill or procedure
- Performs complex tasks in area of expertise

RATING

1. What is your experience in reconciling financial statements? Describe the scope of your expertise. Describe a situation where you were challenged to use those skills.
2. What experience do you have in Microsoft Office? How proficient are you?
3. We've all faced the problem of not being able to handle a new task/responsibility, even though we received the assignment because of our background and training. Tell me about a time when this happened to you.

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?

FOLLOW-UP QUESTIONS FOR MOTIVATIONAL FIT

How satisfied/dissatisfied were you?

How did you feel?

What did you like/dislike?



Administrative Support Associate I - Example



Customer Focus

Making customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.

Key Actions

- Seeks to understand customers
- Educates customers
- Builds collaborative relationships
- Takes action to meet customer needs and concerns
- Sets up customer feedback systems

RATING

1. Describe a time when you took action to provide quick and thorough service in response to an internal/external customer's request or problem.
2. How have you known if your internal/external customers were satisfied? Give me an example of a customer you know was satisfied as a result of your efforts.
3. Tell me about your most difficult customer. Describe a specific interaction you had with this customer. [Listen for attitude and approach.]

Situation/Task

Action

Result

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

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Planning and Organizing

Establishing courses of action for self and others to ensure that work is completed efficiently.

Key Actions

- Prioritizes
- Determines tasks and resources
- Schedules
- Leverages resources
- Stays focused

RATING



1. Tell me about a time when you faced conflicting priorities. How did you determine the top priority?
2. Tell me about a time when you were responsible for determining assignments, schedules, and timelines for a project you were managing. Describe how you worked out a project plan. What happened?
3. Deadlines can't always be met. Tell me about a time when you missed a deadline on a project. What were the causes?

Situation/Task

Action

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FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

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Quality Orientation

Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.

Key Actions

- Follows procedures
- Ensures high-quality output
- Takes action

RATING

1. Tell me about a time that you had to make arrangements for an off-site meeting or conference. How did you keep track of all the details associated with the event? What happened?
2. When working on a project or task over an extended period of time, it can be difficult to maintain awareness of errors, omissions, or defects. Tell me about a time when you worked on a large project/task and one of these problems slipped through the cracks. What happened?
3. Describe a process you carried out that required paying close attention or adhering to prescribed instructions. How did your attentiveness pay off?

Situation/Task

Action

Result

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Information Monitoring

Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.

Key Actions

- Identifies monitoring needs
- Develops monitoring systems
- Implements tracking systems
- Reviews data

RATING

1. We have all experienced times when a procedural step has been missed. Describe a time when a step in an ongoing process was overlooked. What did you do?
2. Have you used any systems for keeping track of reports you submit to your supervisor/manager/team leader? Tell me about a system you've used.
3. Staying abreast of current developments in your professional field can be challenging. Describe what you have done to stay informed.

Situation/Task

Action

Result

FOLLOW-UP QUESTIONS TO BUILD COMPLETE STARS

For Situation/Task

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How did you feel?

What did you like/dislike?





Motivational Fit

The extent to which activities and responsibilities available in the job, the organization's mode of operation and values, and the geographic location provide personal satisfaction.

The job provides many opportunities for:

Details, Relationship Building, Task Variety

The job provides few or no opportunities for:

RATING

(Follow up on any motivational fit information gathered throughout the interview.)

1. [Details] Tell me about a job you've had that required high attention to small details. How satisfied/dissatisfied were you with that, and why?
2. [Relationship Building] Tell me about a time when you had to work closely with others, building and maintaining relationships in order to accomplish a task. How satisfied/dissatisfied were you with that, and why?
3. When were you most satisfied/dissatisfied in your work? What was most satisfying/dissatisfying about that?

Situation/Task

Action

Result



INTERVIEW CLOSE

- Ask any additional questions you believe will help you clarify and complete your notes.
- Provide your assigned information about the position, organization, or location, and ask if the candidate has any questions.
- Ask the candidate what might prevent him or her from accepting an offer if one was made.
- End by explaining the next steps in the selection process and thanking the candidate for a productive interview.



POST-INTERVIEW DATA EVALUATION

1. Evaluate the data relative to each target.

- Review each STAR to determine if it is complete and in the right target.
- Determine whether each STAR is effective or ineffective.
- Weigh each STAR by considering similarity, impact, and recency.
- Rate the overall target.

NUMERICAL RATINGS

- 5** Much more than Acceptable (Significantly exceeds criteria for successful job performance/motivational fit)
- 4** More than Acceptable (Exceeds criteria for successful job performance/motivational fit)
- 3** Acceptable (Meets criteria for successful job performance/motivational fit)
- 2** Less than Acceptable (Generally does not meet criteria for successful job performance/motivational fit)
- 1** Much less than Acceptable (Significantly below criteria for successful job performance/motivational fit)

CLARIFYING RATINGS

- N** No opportunity to observe or make an assessment
- I** Incomplete data - need more information
- 5H** Too High - so strong in one aspect of a target as to cause weakness in another or overall

2. Evaluate observable targets if applicable.

- Review your notes on the observable targets.
- Rate the key actions by placing a check mark in the appropriate box to note whether the candidate's behavior was positive/effective (+), neutral (0), or negative/ineffective (-).
- Note your rating for each target in the box.

3. Prepare for data integration.

- Transfer your ratings to the Rating Grid. Include your comments so you can refer to them during data integration.

Candidate _____ **Interviewer** _____

Position _____ **Date** _____

Instructions: Complete this Rating Grid containing your assigned interview targets after you've interviewed the candidate and evaluated the candidate data.

Rating Grid

Assigned Targets	Rating	Comments
Technical / Professional Knowledge		
Customer Focus		
Planning and Organizing		
Quality Orientation		
Information Monitoring		
Motivational Fit		

Data Integration Form

Candidate Name: _____

Competencies	Interviewers								
	Interviewer A (Exp.)								Consensus
1. Technical / Professional Knowledge									
2. Customer Focus									
3. Planning and Organizing									
4. Quality Orientation									
5. Information Monitoring									
6. Motivational Fit									