

DEVELOPMENTAL SERVICES WORKFORCE INITIATIVE

BEHAVIOUR-BASED INTERVIEW GUIDE

ABOUT THIS GUIDE

This *Behaviour-Based Interview Guide* outlines the process for preparing for and conducting a behaviour-based interview and is designed to guide you through the interview. While the interview process is quite structured, any interview still requires a personal touch. Allow your own style and personality to come through. This will help you to feel more comfortable throughout the interview and will undoubtedly have a similar impact on the candidate.

This guide includes:

- Things to consider and steps to complete before conducting interviews
- Key points to cover in the interview
- A list of behaviour-based – *targeted* – interview questions for each competency
- Space for taking notes during the interview
- An Interview Summary to capture the interviewer's assessment of the candidate following the interview

The behaviour-based interview process requires in-depth knowledge of both the technique itself, as well as the competencies and the behavioural scales against which you will evaluate the data you gather from the candidate.

INTERVIEW PREPARATION

Interview preparation

Using the interview guidelines you received in the online training, prepare to conduct or practice interviews as follows:

Before the Interview
Identify a competency you will interview the candidate on, as well as other competencies you are likely to “hear”.
Review the competency growth stages to ensure you have a clear understanding of the competencies and the behaviours you will be looking for in the interview.
For the competency selected, identify two targeted competency questions – you will find a selection of questions for each competency in the interview guide.
Review application and interview guide.
Assign questions to interviewers in advance. Make sure everyone has a role.
At the Interview
<p>Make the applicant feel comfortable. Be sure to establish rapport with the candidate. For example, talk about the weather, a recent sporting event, or something going on locally in the news.</p> <p>Introduce each member of the interview panel, their name, and title/position</p> <p>Remind participants what to expect during the interview process – Remind the candidate to share recent incidents, and a brief overview of the Situation, Task- what they needed to do, Then I’ll ask you to walk me through the Actions you did in detail, I want to be able to understand what it is you did, said, thought and felt as if I were there with you. <i>Finally, I’ll ask you for the Results/outcome of the situation – how did it end up?</i></p> <p><i>As you tell your stories, I’m likely to interrupt you from time to time because, again, I’m looking for a certain type of information. For this reason, I’ll likely be interrupting you quite frequently to gather this detail, so I apologize in advance.</i></p> <p><i>The most important thing I’ll ask you to do is to talk in the first person – to focus on “I” instead of “we”. It’s critical that I know exactly what you said, did, etc. So, whenever you use “we”, I’ll again interrupt you to remind you to focus on exactly what it was that you said, did, etc.</i></p> <p><i>Do you have any questions before we get started?</i></p>
Take detailed notes during the interview. Use probing questions to get codable data during the interview process
<p>Once you’ve coded the data you gathered following the interview, enter the level that was demonstrated by the candidate for each competency. Use your agencies Rating process when scoring answers after the interview.</p> <p>HR Best practice tip:</p> <p>Virtual interview tips: show some professionalism as in- person interviews, ensure a quiet place with no interferences or distractions during interview, if using voice recording – inform the candidate.</p> <p>Each interviewer individually assigns rating to each answer after the interview.</p> <p>Interviewers compare scores immediately after the interview and collectively agree on each score.</p> <p>HR records score on Final Score Summary.</p>

BEHAVIOR BASED INTERVIEW TOOL

Name of applicant:		
Position applied for:		
Date of interview:		Time:
Interviewer Name:		
Sample Opening Questions (not scored)	Tell us about your self? What did you do to prepare for this interview? Please choose this area of work.? How is this position linked to your own career as	

BEHAVIOR BASED INTERVIEW TOOL

Competency: Advocacy - Advocacy is the desire and determination to champion a cause or issue, and try to get others to support it. It recognises the importance of amplifying the voices of the person/family and creating space for them to advocate on their own behalf.

Sample Questions: Tell us about a time you took appropriate steps and opportunities to advocate? Describe a recent situation in which you convinced an individual or a group to do something.? Tell us about a time when you supported the advocacy efforts of another person? Can you describe a situation when you used a highly sophisticated influencing strategy to bring about sustainable change?

Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
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Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
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Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
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Results/Outcome:	Probes: What was the result/outcome of the situation, How did you feel
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Select Key Behaviours Demonstrated:

- Emerging- Recognize when advocacy needs to happen.
- Evolving- Takes actions to advocate
- Leading- Strategize and adapts to audience
- Influencing - Uses complex influence strategies for collective advocacy.

Competency: Building Relationships - Building relationships is about intentionally collaborating to develop meaningful relationships with people supported, co-workers, families, community partners and other stakeholders. It is about seeking opportunities to

create collaborative partnerships to meet mutual goals. From a sustainability perspective, building relationships is about fostering past relationships, understanding the current context and how to ensure reciprocal satisfaction. It also means anticipating future possibilities of partnerships.

Sample Questions: Tell me about a time when you collaborated with others to make specific decisions or plans.? Can you tell me about a time when you were involved in a challenging or difficult team situation? Describe a time when you had to build relationships or links with different departments across an organization/agency. How did you go about it? Describe a situation where you used your network of contacts to benefit the agency or organization.

Situation

Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?

Task

Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that

Actions:

Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results/Outcome:

Probes: What was the result/outcome of the situation, how did you feel

Select Key Behaviours Demonstrated:

- Emerging- Establishes positive relationships**
- Evolving- Growing collaborative relationships**
- Leading- Builds Networks**
- Influencing - Creates Social Capital for greater good.**

Competency: Championing Change and Innovation- This Core Competency is about being flexible and adaptable to changing environments in order to work effectively with various people and groups. It involves an open mindset to understand, appreciate and empathize with different and opposing perspectives. It is about having a clear vision for change, and communicating this in a way that all people are included and understand what the change means to them. It involves demonstrating a personal commitment to change through actions and words.

Sample Questions: Describe a time when you altered your own behaviour to fit the situation? Can you tell me about a time when a situation you had planned for did not turn out the way you expected? Tell us about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.? Describe a change initiative you were responsible for implementing. How did you gain commitment of your people to the change?

Situation

Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?

Task

Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that

Actions:

Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results/Outcome:

Probes: What was the result/outcome of the situation, how did you feel

Select Key Behaviours Demonstrated:

- Emerging- Accepts the need to be flexible**
- Evolving- Adapts and Adjusts the Approach**
- Leading- Gets buy in for the change**
- Influencing - Changes the Direction**

Competency: Facilitate growth and development- This competency is about facilitating self-directed growth and development. It fosters self determination and independence. It intentionally supports the long-term learning or development of others through coaching, recognition, encouragement, and feedback.

Sample Questions: Can you tell me about a time when you provided support and encouragement to someone? Can you tell me about a time when you tried to fully empower another person to do something? Tell me about a time when you provided feedback to someone about their performance (for developmental purposes). Can you tell me about a time when you took steps to create a supportive learning environment to facilitate growth and development?

Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
Results/Outcome:	Probes: What was the result/outcome of the situation, how did you feel
Select Key Behaviours Demonstrated: <ul style="list-style-type: none"> <input type="checkbox"/> Emerging- Provides encouragement and shares knowledge with others <input type="checkbox"/> Evolving- Creates learning opportunities for others <input type="checkbox"/> Leading- Coaches others and provides advice relative to development <input type="checkbox"/> Influencing - Champions a supportive learning environment 	

Competency: Inclusive Leadership - Leadership is about organizing people and processes toward accomplishing a goal. This is done through coaching, mentoring, and motivating others towards a vision, commitments, and goals. Effective leaders foster an inclusive and positive environment. Leaders consistently act and think with personal integrity, as well as with concern for, and sensitivity to, the fundamental values and ethics of the people receiving support/families, the agency/organization/sector and the profession. It includes the capacity for sound ethical judgement in a diverse and ethically complex environment, and in the face of ongoing pressures and constraints to continually promote excellence.

Sample Questions: Can you tell me about a time when you had to take an action that was consistent with what you thought was important, or, in other words, had to “walk the talk”? Can you give me an example of a time when you challenged a group’s or individual’s actions because you felt they were negatively impacting the agency/organization? Tell me about a time when you got others to “buy-in” to your mission, goals or strategy. What did you do? Tell me about a time when you generated excitement, enthusiasm and commitment in people to your vision?

Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
Results/Outcome:	Probes: What was the result/outcome of the situation, how did you feel
Select Key Behaviours Demonstrated: <ul style="list-style-type: none"> <input type="checkbox"/> Emerging- Authentic Leader <input type="checkbox"/> Evolving- Participatory Leader <input type="checkbox"/> Leading- Inspirational Leader <input type="checkbox"/> Influencing - Transformational Leader 	

Competency: Problem Solving & Decision Making- Problem Solving and Decision Making is the demonstration of behaviours that enable one to identify and solve problems by understanding the situation, seeking additional information, developing and weighing alternatives, and choosing the most appropriate course of action. It involves the willingness to, and demonstration of, behaviours associated with taking a creative approach to problems or issues. It includes “thinking outside of the box” to go beyond the conventional, and to explore creative use of resources.

Sample Questions: Tell me about a time when you had to solve a problem or make a decision.? Describe a situation in which you had to come up with a creative or unique solution to a problem.? Tell me about a complex problem you faced and how did you solve it? Tell me about the most challenging situation you have had to analyze and make a decision on.

Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?

Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
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Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
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Results/Outcome:	Probs: What was the result/outcome of the situation, how did you feel
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Select Key Behaviours Demonstrated:	
<input type="checkbox"/> Emerging- Uses an experience-based approach to problem solving and decision making <input type="checkbox"/> Evolving- Is open to new ideas/solutions <input type="checkbox"/> Leading- Solves complex challenges <input type="checkbox"/> Influencing - Drives solutions for multi layered challenges	

Competency: Resilience- Resilience involves maintaining stamina and performance under continued stress and to act effectively under pressure. It includes bouncing back from disappointments or confrontations, and not letting them negatively influence ongoing performance. It involves keeping one’s emotions under control and restraining negative responses when provoked. It includes expressing or resolving stressful situations in an appropriate way that doesn’t harm self or others.

Sample Questions: Give me an example of a recent situation that you found very stressful.? Describe a situation when you had to exercise a significant amount of self-control.? Describe a time when you stuck with a task despite repeated rejection and/or frustration? Have you ever met resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened? Can you recall a situation where you were faced with routine or repetitive tasks over a long period of time yet were able to maintain motivation?

Situation	Probs: Give me a brief overview of the situation., What led up to the situation? Who was involved?
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Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
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Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
Results/Outcome:	Probes: What was the result/outcome of the situation, how did you feel
Select Key Behaviours Demonstrated:	
<input type="checkbox"/> Emerging- Show self-control <input type="checkbox"/> Evolving- Demonstrate Persistence <input type="checkbox"/> Leading- Model Resilience <input type="checkbox"/> Influencing - Manages self in highly adverse situations	

Competency: Resource Management - Resource Management is the capacity to plan, effectively leverage and optimize resources (people, processes, financial resources, technology etc.). It means that resources are allocated efficiently in order to provide high quality support. This includes human resource management, which ensures that people have the right skills, capabilities, behaviours and tools.	
Sample Questions: Tell me about a time when you had to deal with a particular resource management issue.? Describe a time when you had to obtain ongoing information and feedback about resource utilization to make a timely and effective decision.? Tell me about a time when you identified gaps and suggested improvement or makes recommendations regarding resource management to decision makers? Can you tell me about a time when you had to improve the effective utilization of resources even when this required having your group/team make "sacrifices"?	
Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you

	thinking?
Results/Outcome:	Probes: What was the result/outcome of the situation, how did you feel
Select Key Behaviours Demonstrated: <ul style="list-style-type: none"> <input type="checkbox"/> Emerging- Understand and utilizes resources <input type="checkbox"/> Evolving- Leverages Resources <input type="checkbox"/> Leading- Allocate Resources <input type="checkbox"/> Influencing - Strategically administer resources 	

<p>Competency: Strategic Thinking - Strategic thinking requires initiative, which is the ability to independently decide what to do and when to do it without relying on someone else's direction for short and long term impacts. People who demonstrate strategic thinking take initiative to thoughtfully respond to current situations, and are able to proactively anticipate future opportunities and challenges while ensuring a person directed approach. It is understanding trends and issues, and translating these into ideas, advice and activities that impact various stakeholders.</p>	
<p>Sample Questions: Tell me about a time when you took it upon yourself to do something outside of your normal responsibilities.? Describe a time when you took advantage of an opportunity you recognized.? Describe a time when you worked with your team to set program or operational goals and plans in keeping with the strategic vision.? Can you tell me about a time when you provided direction and communicated the vision to encourage alignment with the organization?</p>	
Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
Task	Probs: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that
Actions:	Probs: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

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Results/Outcome:	Probes: What was the result/outcome of the situation, how did you feel
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|---|--|
| Select Key Behaviours Demonstrated: | |
| <input type="checkbox"/> Emerging- Takes initiative to respond to problems and opportunities
<input type="checkbox"/> Evolving- Thinks ahead and plans
<input type="checkbox"/> Leading- Promotes strategic direction
<input type="checkbox"/> Influencing - Develops a vision | |

<p>Competency: Valuing Equity, Diversity and Inclusion (EDI)- Valuing EDI uses social competence to understand and respect the practices, customs and values of all people and cultures. It is the ability to work effectively with a diverse community and be aware of current societal issues. It involves evaluating social situations and determining what is expected or required to recognize the feeling, intentions and lived experiences of others, and to select social behaviours that are most appropriate for that given context.</p>	
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<p>Sample Questions: Describe a challenging interpersonal situation you have had to handle. What did you do? Tell me about a time when you were interacting with someone who was unable to clearly express their thoughts, ideas, opinions or position about something. What did you do? Think of situations where you have demonstrated sensitivity to cultural issues when communicating. What were the circumstances? What were you trying to achieve? Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.</p>	
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Situation	Probes: Give me a brief overview of the situation., What led up to the situation? Who was involved?
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Results/Outcome:

Probes: What was the result/outcome of the situation, how did you feel

Select Key Behaviours Demonstrated:

- Emerging- Values and Respects all people
- Evolving- Contributes to creating a safe space for everyone
- Leading- Create a sense of belonging for everyone
- Influencing - Change agent for equity, diversity and inclusion

Closing Question

Do you have any questions for us?

References: Obtain written references.

THANK THE CANDIDATE - and inform them of next steps

Review the next steps and timing with the candidate. Thank the candidate for his/her time.
 “Thank you for your time today and your interest in the position. We will review all of the information provided, and will likely make a selection decision in the next couple of weeks. We will be in touch with you by _____ (specify a date, if possible).”

SUMMARY OF OBSERVATIONS (use this space for both Technical and Behavior Based interview questions)

Q 1		Candidate's Score
Q 2		
Q 3		
Q 4		
Q 5		
Q 6		
Q 7		
Q 8		

Q 9		
Q 10		
Q 11		
Q 1 2		
Total		
<p>General Comments (consider the following: key strengths relative to the role, any gaps or opportunities for development, any risks if the individual is hired, and any strategies for mitigating these risks)</p>		
<p>Selection Recommendation:</p>		