INTERVIEW BUILDER INSTRUCTIONS

The purpose of this Guide is to provide hiring managers, supervisors, etc. a brief “overview” of the UA behavioral interview process. Before using the Guide, you should contact your Human Resources Recruiter if you have questions, need training, or need more details about competencies, proficiency descriptors, behavioral-based interviewing, and other concepts referred to below.

This form of interviewing is based on the concept that the best predictor of a candidate’s future performance is his or her past performance. Therefore, behavioral interview questions are built around specific incidents that have happened rather than hypothetical situations. The interviewer asks the candidate to describe what they have actually done rather than what they would do in a “what if” situation.

As part of the interview guide, an inventory of behavioral interview questions has been developed for each of the thirty-five competencies found in the UA Competency Dictionary---both core and functional competencies. This interview questions inventory is included below. These applicant screening questions have been designed to be used in behavioral-based interviews. Interviewers can use the questions to obtain good behavioral examples from job applicants being interviewed for each of up to ten competencies considered most important for success in the position being interviewed for. Typically, an interviewer will use 2 to 3 of these questions for each competency along with some follow-up questions, if needed and as appropriate, to get specific details. While the interviewer may not use all of the questions for each competency, it is important that the same questions are used for each applicant being interviewed for the same position.

If you do not already know which competencies have been designated, you should contact your HR Recruiter for assistance in determining the particular competencies and descriptor levels selected as most important to the position.
for which you intend to interview. This will be necessary in order to know which competency behavioral questions to select for your interview guide.

Once the hiring manager has identified the competencies, the descriptor level, and interview questions to be asked, this information should be copied from the on-line UA Competency Dictionary and pasted to the appropriate sections of the UA Behavioral Interview Guide (shown below). The resulting, position-specific Behavioral Interview Guide can then be printed for distribution to designated interviewers.

Interviewers will use the Behavioral Interview Guide to assist them with the interview questioning and with documenting the applicant’s responses to each question in the designated sections of the Guide.

The interviewer should start the interview questioning by asking the applicant questions (for no more than a few minutes) regarding his/her education & work experience to get clarification, to fill in any gaps, etc. regarding information not indicated on the applicant’s resume and/or application.

Next the interviewer should ask the interview questions shown for each of the competencies shown on the job-specific Behavioral Interview Guide. They should also ask appropriate follow-up questions as necessary and appropriate. Then the interviewer should summarize the applicant’s responses in writing in the appropriate spaces provided documenting: (1) the situation or task the applicant chose to discuss, (2) the action he/she took to correct/address the situation, and (3) the results of their efforts. Then the interviewer should provide a rating for each competency as defined in the competency model at the proficiency level indicated for each competency shown in the Guide. Once each competency has been evaluated in this manner, the interviewer should rate the applicant with an overall evaluation rating based on an assessment of the individual evaluation ratings for all the competencies designated for the position. The interviewer should use the rating scale shown below and record the results in the appropriate section of the Guide.

**EVALUATION RATING SCALE:**
<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceeds</td>
<td>3</td>
</tr>
<tr>
<td>Meets</td>
<td>2</td>
</tr>
<tr>
<td>Does Not Meet</td>
<td>1</td>
</tr>
</tbody>
</table>

Contact your Human Resources Recruiter for assistance, training, etc. in how to develop Interview Guides for your hiring, interviewing needs, etc., as well as, for any questions you may have about behavioral-based interviewing process.