

Organization-Wide Use (Includes Competency Dictionary)

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Initiative

Identifying what needs to be done and doing it before being asked to or required by the situation

Purpose of the Interview Guide:

This Interview Guide is designed to assist in the behavioral interview process. It provides specific questions and probes for the behaviors of the competency. In addition, positive and negative behavioral indicators are listed that will help evaluate the candidate's responses. While the process described below is designed for multiple interviewers seeing each candidate, it can be completed with only one interviewer.

Prior to the interview:

- Review the candidate's resume.
- Review the assigned the competency(s) and the behaviors that comprise each competency.
- Select the specific questions you feel comfortable asking each candidate. Note: Not all the questions need to be used – select at least two questions.

During the interview:

- Greet the candidate and spend a few minutes building rapport; talk about areas the candidate is interested in.
- Transition into the formal interview.
- Ask the selected questions and use follow-up probes to get complete examples of the:
 - **Situation** that the candidate encountered;
 - **Actions** that the candidate took;
 - **Results** or outcome of the actions taken.
- Give the candidate time to think about past examples/experiences when answering the questions.
- Ideally get at least 2-3 examples for each question.
- Use this guide to take notes and evaluate the candidate.

Following the interview:

- Check off appropriate behavioral indicators and summarize key observations and notes. Rate the candidate on each assigned competencies in the space provided at the bottom of each page.
- Note any observations for competencies not assigned and be prepared to discuss.
- After completing, interviewers should meet to discuss and reach consensus on the final ratings for each candidate and complete the Candidate Interview Summary.
- Make the hiring decision.

Candidate:

Interviewer:

Date of Interview:

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Definition:

Identifying what needs to be done and doing it before being asked to or required by the situation.

Behaviors:

- a. Identifies what needs to be done and takes action before being ask or required to.
- b. Does more than what is normally required in a situation.
- c. Seeks out others involved in a situation to learn their perspectives.
- d. Takes independent action to change the direction of events.

Behavioral Questions and Probes

1

1. Think about one of your biggest accomplishments over the last year or two. What was that accomplishment and why were you successful?

- What was the situation? What action(s) did you take? What was the result?

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2. Tell me about a time you worked on a project or assignment where the results exceeded the expectations of your boss or others in the organization. What made that project so successful?

- What was the situation? What action(s) did you take? What was the result?

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3. Think about a time when you were working with a team of people or by yourself and things were not going as expected for whatever reason. What did you do?

- What was the situation? What action(s) did you take? What was the result?

4

4. Give me an example of a time when you recognized a problem and did something about it. What was the problem and why did you do something about it?

- What was the situation? What action(s) did you take? What was the result?

5

5. Tell me about a time you were working on a project or assignment and chose to do more than what was required. What did you do and why did you do it?

- What was the situation? What action(s) did you take? What was the result?

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Positive Indicators	Negative Indicators
<ul style="list-style-type: none">• Identifies what needs to be done and takes action before being asked or required to• Does more than what is normally required in a situation• Seeks out others involved in a situation to learn their perspectives• Takes independent action to change the direction of events	<ul style="list-style-type: none">• Does not recognize what needs to be done or waits to be asked before taking action• Just does what is normally required• Makes no attempt to seek the perspectives of others involved• Waits to be told what course of action to take to change the direction of events

Summary Notes

Overall Evaluation—Initiative

Strength Area	Demonstrates Proficiency	Improvement Opportunity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>