

Using the Workitect Interview Guides

The Workitect Interview Guides provide an easy-to-follow format for structured, behavioral-based interviews. Each Guide, with specific questions related to the competency, makes it easy for the hiring manager or interviewer to collect behavioral examples about a candidate's relevant work experiences and accomplishments.

The Premise:

Past behavior is the best predictor of future performance. People have unique and characteristic ways of dealing with work situations. As a result, they develop preferred ways of operating. Because of these preferences, they develop particular abilities and become competent in their use. Some of these preferences, abilities and competencies are significant in predicting job success. People do—in the course of describing experiences and accomplishments—offer valuable information to adequately discern their preferences, abilities and competencies.

What is Included in Each Guide

For each of the competencies in the Workitect Competency Library there is an *Interview Guide. Each Guide contains a cover page with Tips for conducting an effective interview with a candidate by including "What to Do":

1. Prior to the Interview
2. During the Interview
3. Following the Interview

Each Interview Guide then provides the competency definition and behaviors associated with the competency, followed by potential behavioral-based questions and probes for the competency. In addition, positive and negative behavioral indicators are listed to help the interviewer evaluate the candidate's responses. Finally, the Guides provide for space for the interviewer to take notes and provide an overall rating of the candidate.

Selecting Competencies for the Interview

If you have identified competencies for the job being interviewed for using the Workitect Competency Dictionary, determine which competencies you want to assess in the interview process. Usually, only a subset of the total number of competencies for a job is used in an interview—the most critical. There are two "schools of thought" when it comes to what competencies does each interviewer assess. Each interviewer can assess different competencies or multiple interviewers can assess same competencies. The decision depends on how many interviewers there are, how many competencies will be assessed for in the interview, and the preference of the organization.

If you have not identified competencies for the job being interviewed for, look at the key roles and responsibilities of the job (i.e. job description) and identify the critical requirements to the success of the job. Then, using the Workitect Competency Dictionary, select those competencies that best match up with those critical requirements based on the definition of the competency and its behaviors.

The following page includes a Candidate Interview Summary to document the results of a candidate's interviews.

* Note: There are two Interview Guides for Fostering Teamwork and Managing Performance; one for Team Leaders/Managers and one for Employees/Team Members.

Candidate Interview Summary

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

Key Findings and Summary Comments

Overall Candidate Evaluation:

More than Acceptable

Acceptable

Less than Acceptable

Date:	
Candidate:	
Interviewers:	