

Behavior-Based Interview: The Interviewee Perspective





What is BBI?

Behavior-Based Interviewing (BBI) is a standardized method of interviewing designed to evaluate how a candidate will perform on the job. The technique is based on the principle that the best indicator of future behavior is past behavior.



What is BBI? (continued)

The BBI is a method that helps the interviewer evaluate the candidate's actual ability to do the job rather than attempting to assess the candidate's personality.

The BBI focus is on KEY behaviors, skills, actions, core competencies, and includes the assessment of essential technical and performance skills.

Job analysis is used as the basis and questions are job related.

Why did DLA Adopt BBI?

DLA understands that it is not easy selecting employees who will be highly productive; and using ineffective or inappropriate hiring techniques can result in the selection of poor candidates that can have enormous consequences for the organization.

In 2005, the Defense Logistics Agency published a policy that Behavior Based Interviewing must be used for all job interviews.



Why did DLA Adopt BBI? (continued)

The BBI process:

- Improves the selection process.
- Minimizes personal impressions/biases that can affect hiring decisions. .
- Ensures that candidates are treated more fairly.
- Allows the interviewer to identify areas of greatest importance prior to the interview through the review of appropriate competencies.
- It greatly increases the accuracy of predictions of on-the-job performance.



How Does the Interviewer Prepare?

The interviewer will:

- Determine the job needs
- Determine the competencies needed to perform the job
- Determine interview questions, benchmarks and sample behaviors for each competency
- Prepare interview package
 - Develop interview script
 - Select questions to ask interviewees based on job requirements.
 - Utilize Competency Rating Tables
- Conduct the interview
- Save all packets for a minimum of 1 year.



Determining Competencies

To determine what competencies are needed for a particular position, a supervisor should perform a Job Analysis.

Performing a Job Analysis consists of examining position descriptions, consulting SME's, looking at the Competencies Guide (...in the online HR Manager), and talking to people currently doing the job.



Determining Competencies (continued)

Each competency listed in the HR Competency Guide in HR Manager has three identified levels that are based on the grade level of a position:

Level 1	GS 5–7	WG 1–11 WS 1–7 WL 1–5
Level 2	GS 8–11	WG 12–15 WS 8–13 WL 6–14
Level 3	GS 12 & Above	WS 14–19 WL 15



BBI vs. Traditional Interview

In a traditional interview, the applicant describes how they would likely handle a given situation. In the behavior based interview, the applicant describes an actual situation they encountered, how they handled it, and the outcome. The applicant should be prepared to provide details of past experiences--specific situations--not generic ones.



How Do You Prepare?



- **Know yourself and your achievements**
- **Review the job announcement and competencies identified for the job.**
- **Compare the competencies to your job history**
- **Be prepared to share examples that will show how you have demonstrated the competencies in the past.**
- **Ask the selecting official if questions will be provided before the interview**

During the Interview

After each question the interviewee/applicant should:

- **Ask for a moment to think, if necessary.**
- **Make responses specific and detailed.**
- **Use the STAR format** (next page)
- **Be honest.**
- **Answer question(s) completely.**
- **Expect the interviewer to take notes.**



STAR Format



Situation and **T**ask

What was the situation?

Action

What if any, obstacles did you encounter?

What action(s) did you take?

Result

What were the results of this activity?



STAR Example

Question: “Tell me about a time when your initiative caused a positive change to occur”

Situation and Task

Customer upset that an order was delayed over one week

Action

Listened, clarified problem, checked order, followed up with customer

Result

Order delivered next day, waived fees, customer pleased



Sample BBI Questions

- Give an example of when you had to work with someone who was difficult to get along with.
 - How/why was this person difficult and how did you handle it?
- Describe a situation that required you to do a number of things at the same time.
 - How did you handle it and what was the result?
- Describe a situation where others you were working with on a project disagreed with your ideas.
 - What did you do?
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

Sample BBI Questions

- Describe something you've done that shows your skill in inspiring others to pursue strategic goals or corporate values.
 - How did you know when you were successful?
- We value people who display a high level of initiative. Tell me about a time when your initiative caused a change to occur.
- Tell me about a goal that you set but did not reach.
 - What obstacles did you encounter?
 - What action did you take?
 - What did you learn?

For More Information

- Search the internet on Behavior Based Interviewing and you'll find THOUSANDS of sites with sample questions



This briefing contains information from:

- **The DLA Behavior Based Instructor Led Training (HR-BBIILT)**
- **Interviewing Skills for Candidates**
Rutgers University Human Resources
Professional Development Program

