



# Behavior-Based Interview: The Interviewee Perspective





# What Is BBI?

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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

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

BBI focus is on KEY behaviors, skills, and actions. It includes an assessment of essential technical and performance skills.

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





# Why Did DLA Adopt BBI?

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DLA understands that it is not easy selecting productive employees. Using ineffective or inappropriate hiring techniques can result in the selection of poor candidates, which can have enormous consequences for the organization.

In 2005, the DLA published a policy that Behavior-Based Interviewing must be used for all job interviews.





# Why Did DLA Adopt BBI?,

Continued

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## 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.
- Greatly increases the accuracy of predictions of on-the-job performance.





# How Does the Interviewer Prepare?

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## The interviewer will:

- Determine the needs of the position
- Determine the competencies needed to perform the job
- Determine interview questions, benchmarks and sample behaviors for each competency





# How Does the Interviewer Prepare?, Continued

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## The interviewer will:

- Prepare the 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
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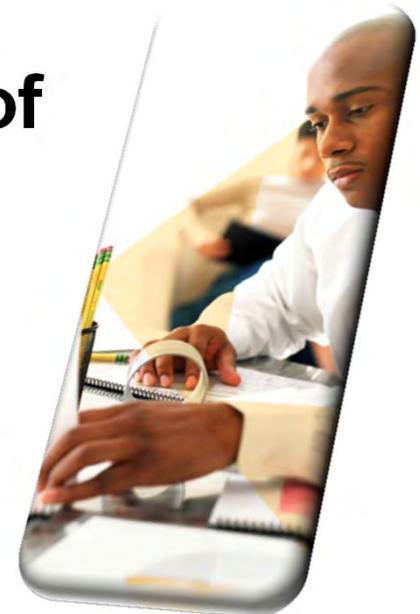
# Determining Competencies

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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 SMEs
  - looking at the Competencies Guide (. . . in the online HR Manager), and
  - talking to people currently doing the job.
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# BBI vs. Traditional Interview

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In a traditional interview, the applicant describes how he or she would likely handle a given situation.

In a BBI, the applicant describes an actual situation he or she encountered, how it was handled, and the outcome.

The applicant should be prepared to provide details of past experience—  
Specific, not generic, situations.





# How Do You Prepare?

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- Know yourself and your achievements.
- Review the job announcement and competencies identified for the position.
- Compare the competencies to your job history.
- Be prepared to share examples that show how you have demonstrated these competencies in the past.





# During the Interview

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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 slide)
- Be honest.
- Answer question(s) completely.
- Expect the interviewer to take notes.





# STAR Format



## **S**ituation and **T**ask

*What was the situation?*

## **A**ction

*What, if any, obstacles did you encounter?*

*What action(s) did you take?*

## **R**esult

*What were the results of this activity?*



# STAR Example

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



## **Situation and Task**

*Customer upset that 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*

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# Sample BBI Questions

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- 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?
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# Sample BBI Questions,

Continued

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- 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.
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# Sample BBI Questions,

Continued

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- Describe something you have 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?

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# More Information

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- SkillSoft has online training courses (at no cost).
- Search the Internet on Behavior-Based Interviewing and you will find THOUSANDS of sites with sample questions.





# References

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This briefing contains information from the following:

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

