



Guide to Conducting Behavioral-Based Interviews

Six Tools to Help Leaders Strengthen Their
Interviewing Process and Hire Top Talent



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Executive Summary

Overview

This tool helps leaders implement behavioral-based interviewing (BBI) processes. After updating position descriptions to require new technical skills and professional competencies, leaders need to update their interviewing practices to assess candidates for these skills. While hiring managers can evaluate technical skills through assessments and exercises, they may find it more difficult to evaluate professional competencies. BBI provides a framework to evaluate professional competencies in the interviewing process.

This tool includes a list of interview questions to assess candidates' aptitude in 15 key competencies. It also includes guidance for interviewers on how to evaluate candidates' responses.

Intended User

Chief Business/Finance Officer
Chief Human Resources Officer
Divisional Leaders
HR Business Partners
Unit Hiring Managers

Six Behavioral-Based Interviewing Tools

Tool	Description
<i>Communicate the Value of BBI to Stakeholders</i>	
Tool 1: Sample FAQs Sheet	Provides a template for answering the most commonly asked questions about behavioral-based interviewing
Tool 2: Outreach Email Template	Provides a template for drafting an email or memo to communicate the purpose and timeline for behavioral-based interviewing
<i>Implement Effective BBI Processes</i>	
Tool 3: Role Competency Selector	Guides leaders through a matching exercise to identify behavioral competencies for each role; this will inform which questions to include in the interviewing process
Tool 4: Competency Question Picklist	Provides sample questions, ideal responses, and red-flag answers for 14 behavioral competencies
Tool 5: Interview Note Sheet	Maps out a standard evaluation template for interviewers to record notes and score candidate responses to questions
Tool 6: Multi-Interview Evaluation Template	Facilitates the evaluation of candidate responses across multiple interviewers to determine average scores and synthesize hiring consensus



Communicate the Value of BBI to Stakeholders

-
- Tool 1: Sample FAQs Sheet
 - Tool 2: Outreach Email Template

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Tool 1: Sample FAQs Sheet

Overview

This tool provides answers to many foundational questions about behavioral-based interviewing (BBI). HR leaders should prepare responses to common questions about BBI's purpose and value to hiring managers and other stakeholders.

Instructions

Distribute this document to relevant stakeholders or compose your own version using this as a guide. Relevant stakeholders may include unit leaders or HR business partners.

Frequently Asked Questions About BBI

Question 1: What is behavioral-based interviewing (BBI)?

BBI is a method of questioning that encourages candidates to describe how they responded to past challenges. The technique is based on the premise that the most accurate predictor of future performance is past performance in similar situations. By getting candidates to discuss past experiences related to crucial job competencies, managers can more accurately predict each candidate's probable job performance, improving the precision of their hiring process.

Question 2: Why should my team use BBI questions?

There are two primary skill sets that determine a candidate's success on the job: technical and behavioral. Technical skills (such as licensure and past experience) determine whether the candidate has the background and qualifications to perform the job. Behavioral skills (such as customer service and teamwork) are integral to job performance but not linked to specific technical competencies.

Traditional interviewing techniques often provide insufficient insight into behavioral skills, even though those skills greatly affect overall work performance. By soliciting information about the candidate's behavioral skills, managers are better able to assess whether the candidate is a good fit for the role. When a candidate's technical and behavioral skills are well-aligned, it can save resources by preventing turnover.

Behavioral Skill: a skill that relates to a candidate's habitual behavior rather than acquired experience

Behavioral Competency: a grouping of similar behavioral skills that impact one another

Technical Skill: a skill necessary to perform the job function that can be acquired through experience

Question 3: What are the benefits and drawbacks of BBI?

Incorporating BBI questions into interviewing requires an up-front time investment. Managers must isolate the behaviors necessary to perform the job well and craft questions accordingly. If executed poorly, BBI can represent a significant time expenditure for hiring managers and/or confuse candidates during the interview process. However, if executed correctly, BBI allows candidates to feel empowered to share relevant experiences and competencies. This results in well-informed managers that are equipped to make hiring decisions based on all skills necessary to do the job well.

Sample FAQs Sheet (cont.)

Question 4: What makes BBI questions different from other types of questions?

BBI questions are open-ended questions about how the candidate has handled past work and/or life experiences. An open-ended question prompts more than a simple yes/no or factual response. Open-ended questions allow candidates to share their thoughts and opinions and also help interviewers maintain a conversational tone.

Examples of closed-ended questions	Examples of open-ended questions
When did you starting working in student affairs?	Why did you choose to work in student affairs?
How did you learn about this opening?	Why are you interested in working here?
Did you like your last supervisor?	If we called your last supervisor, what would he or she say about you?

BBI questions are firmly rooted in the past and do not address hypothetical situations or the candidate's self-reported personality traits. By requiring candidates to provide concrete examples, BBI questions pinpoint a candidate's real-world capabilities.

Question 5: What does not constitute BBI?

BBI is frequently confused with other types of nontraditional interviewing, such as situational interviewing or peer interviewing. Situational interviewing asks candidates to describe how they would react in theoretical situations. While this technique may uncover whether a candidate is aware of acceptable behaviors, it does not ask for concrete previous actions taken. Peer interviewing allows unit members to interview candidates together, but this interviewing method does not necessarily include BBI questions.

Question 6: What are the main components of a BBI question?

BBI questions consist of three sequential parts:

1. Prompt candidate to identify a past experience where they had the opportunity to exhibit a certain job competency
2. Ask candidate to concretely explain the situation
3. Inquire about the candidate's response to that situation

BBI questions are always phrased in the past tense to ensure that the candidate discusses a specific occurrence in the past rather than a hypothetical example.

Examples of non-BBI questions	Examples of BBI questions
If you were behind on paperwork, a frustrated student was requesting your attention, and your manager handed you a new task, how would you prioritize your work?	Think back to the last time you were suddenly overwhelmed by several tasks at once. How did you prioritize your tasks?
How do you usually deal with difficult customers?	Tell me about a time when you had to deal with a difficult customer. How did you react?
What did you like and dislike about your last supervisor?	Tell me about a time when your supervisor couldn't understand what you were trying to say. How did you get your point across?

Sample FAQs Sheet (cont.)

Question 8: Should our interviews include only BBI questions?

BBI questions should make up only one portion of a candidate interview—typically 40 to 80% of interview time, depending on the position. Recruiters and hiring managers must still ask questions about technical skills to determine whether candidates have the qualifications and experience to fulfill the nonbehavioral functions required by the position.

Question 9: Following implementation, how will we determine if BBI is effective at our institution?

There are many ways to track BBI efficacy, including:

- Survey candidates who complete interviews
 - Ask if they think the interview process, questions, and experience aligns with what they expect to do in the role
- Assess 90-day and one-year turnover rates
- Collect manager feedback on the efficacy of BBI for hiring top talent
 - Ask about perceived level of employee engagement, employees' success in the role in first 90 days and one-year, rating of employees' likelihood to stay in role for more than 1 year, etc.
- Conduct employee engagement surveys
 - Ask if they think the interview process aligns with what they do in their role
 - Collect data on their level of engagement

Tool 2: Outreach Email Template

Overview

This tool provides a template to announce the movement to BBI to HR teams, unit leaders, hiring managers, and/or other affected stakeholders. This email template, in conjunction with Tool #1: Sample FAQs Sheet, can ease stakeholder concerns and increase transparency around the drivers behind the change.

Instructions

Use this template to update relevant stakeholders or compose your own version using this as a guide.

Sample Outreach Email Template

Dear _____,

I hope this message finds you well. I am writing to inform you about our division's initiative to incorporate behavioral-based interviewing (BBI) techniques in our selection of new staff.

BBI is a way for managers to more accurately determine whether a candidate has the requisite behavioral skills to be successful in a position, taking the interview beyond questions about baseline training and licensure. Probing candidates' past experiences and behaviors is one of the best means of predicting future behaviors. The use of BBI questions in the interview process has resulted in a decrease in 90-day and first-year turnover, as well as improvements in staff engagement, morale, and productivity.

My team has developed resources to help you implement BBI in your interviews and hiring, including sample questions, note-taking sheets, and evaluation guides. These tools will be presented and discussed during a training session on _____.

I have attached a brief FAQ document that provides further detail about BBI and its benefits.

I look forward to collaborating with you on this effort.

With best regards,



Implement Effective BBI Processes

-
- Tool 3: Role Competency Selector
 - Tool 4: Competency Question Picklist
 - Tool 5: Interview Note Sheet
 - Tool 6: Multi-Interview Evaluation Template

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Tool 3: Role Competency Selector

Overview

This tool provides a framework for translating job functions into behavioral competencies and technical skills.

Instructions

Use the template on the following page to list the top three to four critical job activities for the open position. Then, for each critical job activity, list the essential technical skills (evaluated through traditional interviewing methods) and competencies (evaluated through BBI) needed to successfully complete the activity.

Select behavioral competencies from the following list.

- Attitude
- Communication
- Compassion
- Conflict resolution
- Customer service
- Decision-making
- DEIJ commitment
- Integrity
- Leadership
- Mentorship
- Professional development
- Problem
- Process improvement
- Teamwork

EAB recommends narrowing the critical competencies to three to five per position and allowing about 10 minutes to discuss each competency during an interview.

Sample Position: Academic Advisor

<i>Critical Job Activity</i>	<i>Required Behavioral Competencies</i>	<i>Required Technical Skills</i>
1. <i>Advise students on academic pathways</i>	<ul style="list-style-type: none">• Customer service• Communication	<ul style="list-style-type: none">• Familiarity with academic pathways• Knowledge of program requirements for graduation
2. <i>Build rapport with students</i>	<ul style="list-style-type: none">• DEIJ Commitment• Mentorship	<ul style="list-style-type: none">• Demonstrates commitment to diverse student needs• Coaching skills
3. <i>Respond to urgent student requests</i>	<ul style="list-style-type: none">• Flexibility• Problem-solving	<ul style="list-style-type: none">• Time management skills• Familiarity with program deadlines and requirements

Role Competency Selector (cont.)

Role Competency Selector

Position:		
Critical Job Activity	Required Behavioral Competencies	Required Technical Skills
1.		
2.		
3.		
4.		
5.		

Tool 4: Competency Question Picklist

Overview

This tool provides a list of potential behavioral-based interviewing (BBI) questions for the 15 competencies most commonly sought for higher ed staff. Each question is designed to elicit details from the candidate about a past experience that tested the targeted competency. To guide candidate evaluation, the tool also outlines ideal and red-flag responses for each question set.

Instructions

After defining role competencies using Tool 3: Role Competency Selector, select appropriate BBI questions from the following lists.

Attitude

Questions to Ask

- Can you give an example of a time when you have received negative feedback about your job performance? How did you react?
- What frustrates you most about your current position? Can you give an example of how you have dealt with this frustration in the past?
- When was the last time you made a mistake at work? What did you do?
- Have you ever taken a substantial risk that has failed? What was it? What did you learn?
- Have you ever had an experience turning a problem into a success? Tell me about it.
- Describe a time when you faced resistance to one of your ideas. How did you respond?

Positive Answers

- Accepts criticism well
- Takes accountability for actions
- Tries to rectify unpleasant situations
- Demonstrates willingness to learn from prior experiences

Red Flags

- Overly defensive in response to criticism
- Unable to offer rational justification for actions
- Blames failures on others

Competency Question Picklist (cont.)

Communication

Questions to Ask

- Give me an example of something complicated that you have had to explain to others. What were the results?
- Sometimes we are misunderstood by other people. Has this ever happened to you? How did you respond, and what were the results? What did you do to prevent this from happening again?
- Describe a time when you had to have a difficult conversation (e.g., communicating a challenge) with your supervisor. What happened?
- Tell me about a specific experience that illustrates your ability to persuade someone through effective communication. Feel free to use an example that involves changing an attitude or selling a product/idea.
- Tell me about a time when your listening skills paid off. What steps did you take to demonstrate active listening skills in this case?

Positive Answers

- Able to communicate ideas to team members
- Displays persuasive communication skills
- Uses skills such as reflection, restatement, and paraphrasing
- Helps facilitate conversation with the interviewer
- Adapts communication approach based on audience

Red Flags

- Responses are confusing or difficult for the interviewer to follow
- Does not have any questions during or at the conclusion of the interview
- Offers short answers with little explanation
- Does not fully answer questions that are asked

Compassion

Questions to Ask

- Have you ever had a situation where a coworker came to you with a difficult personal issue? What did you do about it? What were the results?
- Tell me about a situation in the past year in which you were confronted with an emotionally distraught customer. How did you handle the situation?
- Tell me about a recent scenario when you helped a customer cope with anxiety concerning stress, delay, or disappointment.
- Describe a time when you were personally supportive and reassuring to another individual.

Positive Answers

- Relates to the needs of peers and customers
- Can see different sides of situations

Red Flags

- Is flippant about others' needs
- Does not demonstrate sympathy for others' experiences

Competency Question Picklist (cont.)

Conflict Resolution

Questions to Ask

- Describe a situation when there was a disagreement in the workplace. What did you do?
- Tell me about the last time you disagreed with a coworker. What was the source of disagreement and how did you handle it?
- Tell me about a time when you disagreed with a decision by your manager or other leaders. Why did you disagree? What did you do about it?

Positive Answers

- Reasons through multiple viewpoints
- Listens to concerns from all sides
- Works to improve situation

Red Flags

- Blames others for personal difficulties
- Consistently takes sides
- Appears passive aggressive

Critical Thinking

Questions to Ask

- Give me an example of a time when you developed or recognized new thinking or trends that were helpful to your organization.
- Tell me about a time when you completed a complex project. How did you navigate doing so?
- Describe an approach you took to address an underlying process problem.
- Tell me about one major obstacle you overcame in your last job. How did you deal with it?
- Tell me about a time you successfully identified and addressed the root cause of a problem.
- Describe a time when you realized that your current approach or strategy wasn't working. How'd you discover this? What'd you do as a result?

Positive Answers

- Able to transfer ideas from one problem to another
- Learns from past successes and failures to improve performance
- Can see both the bigger and smaller pictures to address problems

Red Flags

- Fails to address root-causes
- Cannot describe a logical, clear, nor creative thinking process
- Fails to see connections between similar problems

Competency Question Picklist (cont.)

Customer Service

Questions to Ask

- Think of a time when you had to deal with an unhappy customer. Describe the situation and how you handled it.
- Have you ever had to change your approach to accommodate the needs of a customer? What happened?
- Have you ever had a frustrated customer who wanted you to do something that you did not have the authority to approve? How did you handle it?
- Tell me about a time when you went above and beyond normal expectations to improve a customer's experience.

Positive Answers

- Can empathize with customer needs
- Recognizes importance of service excellence
- Can show evidence of restraint under a difficult situation
- Demonstrates problem-solving attitude

Red Flags

- Complains about customers
- Adheres blindly to established procedures
- Does not often volunteer assistance

Decision-Making

Questions to Ask

- Have you ever had to implement an unpopular decision? What steps did you take? What was the outcome?
- Have you ever been in a seemingly impossible position with resource constraints, such as lack of staff, time, or budget to complete a project? How did you handle that?
- Describe a situation that illustrates your delegation style.
- Tell me about a hard decision you had to make and how you went about making that decision.
- Tell me about a time when you took a calculated risk in a recent position. What were your considerations?
- Describe a time where you used data to make a tough decision.

Positive Answers

- Demonstrates confidence with decision-making
- Solicits appropriate input from peers or managers
- Makes decisions based on all available evidence

Red Flags

- Makes unilateral decisions without consulting supervisors
- Procrastinates decision-making

Competency Question Picklist (cont.)

DEIJ Commitment

Questions to Ask

- Tell me about a time when you worked with a colleague that has a different working or communication style.
- Give me an example of a time you worked with diverse populations in a previous role. If you experienced any challenges, how did you overcome them?
- How do you demonstrate your commitment to DEIJ in the workplace. Can you share an example?
- What steps did you take when you witnessed an incident where a coworker or student expressed a sexist, racist, or prejudiced viewpoint?

Positive Answers

- Conveys specific, actionable examples of their commitment to DEIJ
- Demonstrates cultural awareness and sensitivity toward diverse populations
- Ability to adapt to support diverse stakeholders needs, values, and preferences

Red Flags

- Conveys vague examples, that do not directly link to a DEIJ objective
- Expresses stereotypes or biases about others

Integrity

Questions to Ask

- Tell me about a situation in which you were called upon to keep a promise or confidence.
- Give me an example of a time when you chose to speak up for others when they were not present.
- When was the last time you “broke the rules”? Why did you do so?
- Tell me about a time when you asked forgiveness for doing something wrong.
- Have you ever had no control over circumstances, yet were responsible for the final outcomes? What did you do? What were the results?

Positive Answers

- Takes personal responsibility for their actions
- Takes pride in professionalism
- Respects confidentiality of customers and peers

Red Flags

- Criticizes peers behind their back
- Fails to demonstrate a sense of humility or humbleness

Competency Question Picklist (cont.)

Leadership

Questions to Ask

- Describe an example of staff conflict or dissent you have experienced. How did you handle it?
- Describe how you have involved staff in performance improvement initiatives and other decisions pertinent to their work.
- Give me an example of how you establish goals, responsibilities, and accountabilities for others.
- Tell me about a past experience developing and building a team. What did you take into consideration?
- What steps have you taken to address an employee's poor performance? Give me an example.
- Have you ever had to implement an unpopular decision? What steps did you take? What was the outcome?

Positive Answers

- Demonstrates ability and/or willingness to step into leadership role
- Solicits input from others, both superiors and subordinates
- Appropriately manages expectations for self and others
- Is proactive in seeking problems and solutions

Red Flags

- Speaks poorly of subordinates
- Communicates reasoning poorly
- Is unable to describe a role or their responsibilities in a leadership position

Mentorship

Questions to Ask

- Give me an example of a time when you planned and implemented an initiative or approach to motivate your colleagues.
- Tell me about a time when you acknowledged or celebrated the success of yourself or others.
- Have you ever mentored a peer? Tell me about that relationship.
- Describe a situation when you worked with an employee or colleague to successfully improve his/her performance.

Positive Answers

- Works collaboratively with peers
- Demonstrates ability and/or willingness to support colleagues

Red Flags

- Expresses no interest in teaching
- Speaks poorly of subordinates or colleagues

Competency Question Picklist (cont.)

Professional Development

Questions to Ask

- What professional development activities have you completed in the past year? What were they? How did you do so?
- Tell me about a specific goal you set for yourself in the past. Why was it important to you? How did you achieve it, and what were the results?
- We all get negative feedback from time to time. Tell me about a time you received feedback that indicated an opportunity for you to improve your job performance. What did you do?
- Have you ever been in a situation in which you made a mistake that no one else knew about? How did you handle it?
- Give me an example of a time when you went beyond your employer's normal job expectations in order to get a job done.

Positive Answers

- Accepts constructive criticism
- Distinguishes between own efforts and contributions made by others
- Displays openness to developing new skills
- Is proud of their commitment to get the job done

Red Flags

- Does not seek help or ask questions of coworkers or supervisors
- Offers no specific examples regarding learning new tasks on the job
- Articulates negative comments regarding training

Problem-Solving

Questions to Ask

- Have you ever had a time when your supervisor was away from the workplace, and you had to complete a project or make a decision independently? Tell me about what happened.
- Tell me about a time when you thought it was necessary to alter procedure. What was the situation, and how did you handle it?
- We have all had projects or situations that have not worked out as they should have. Tell me about a time when this happened to you. How did you handle it?
- Walk me through the last big decision you had to make. What happened?
- Have you ever been in a situation that seemed to go "wrong" from the beginning? What did you do, and what were the results?

Positive Answers

- Able to take action based on available information
- Exhibits maturity, ability to learn, and emotional control
- Makes good decisions even under stress

Red Flags

- Unable to take initiative to solve problems without direction
- Does not incorporate all available information into decision-making process

Competency Question Picklist (cont.)

Process Improvement

Questions to Ask

- Have you ever made suggestions for improving your work process? Describe what you did and how you achieved results.
- Tell me about a time when your supervisor presented you with a new process for doing something and gave you the task of implementing and evaluating that process. What did you do?
- Tell me about a time when you were faced with a situation where there was no clear policy or procedure to follow. What did you do? What were the results?
- Have there been any large changes within your current organization? Tell me about one change that affected your job. How did you react?
- Tell me about a problem that you identified and resolved by using a systematic approach.

Positive Answers

- Applies a systematic, logical, and reasonable approach to analyzing situations
- Feels comfortable proposing alternatives or improvements
- Demonstrates ability to use agenda, plan, or process to meet a common goal

Red Flags

- Takes no responsibility for own actions
- Is unfamiliar with basic process improvement methods
- Is satisfied with the status quo, even if ineffective

Teamwork

Questions to Ask

- Tell me about a time that you worked with a team to accomplish a common goal or project. What was your role as a team member?
- Describe a time when you were able to help a coworker solve a problem or advance their work.
- What are the main strengths that you bring to a team? Can you give an example of one strength in practice?
- Tell me an example of a time when you took initiative on a team. What steps did you take?
- Describe a challenge you faced when working with a team. What steps did you take to resolve it?
- Tell me about a situation when you provided full support for a team decision, even though you didn't agree with it.

Positive Answers

- Distinguishes between own efforts and contributions made by others
- Demonstrates an ability appropriately resolve conflicts
- Follows through on explicit/implicit promises and commitments

Red Flags

- Cannot demonstrate an understanding of the role they play as a team member
- Fails to delegate to team members
- Struggles to demonstrate conflict management skills

Tool 5: Interview Note Sheet

Overview

This tool provides a place for interviewers to record notes and evaluations in a structured, easy-to-follow format. Establishing a standard evaluation template ensures a consistent methodology is maintained across interviews.

Instructions

After determining appropriate competencies using Tool #3: Role Competency Selector and selecting appropriate BBI questions using Tool #4: Competency Question Picklist, hiring managers should transpose the questions, ideal responses, and red-flag information for each competency into the template on the following page. The template includes a space to record follow-up questions, interviewer notes, and a score (with included scoring guidance) evaluating the evidence the candidate provided about the competency in question. Each interviewer should use the same version of the interview note sheet for each candidate they evaluate.

Once you have completed the interview note, combine evaluations from multiple interviewers with Tool #6: Multi-Interview Evaluation Template. This will be the summary document that the hiring manager will use to equitably screen interviewees for the next round or hire.

Sample Interview Note Sheet

Candidate Name: James Cannon

Interviewer: Stephanie Blu

Position: Admissions Director

Interview Date: January 1, 2023

Competency Score Key:

1. Candidate **provides evidence** showing past behavior **contrary to competency**
2. Candidate **provides some evidence** showing past behavior **contrary to competency**
3. Candidate **provides some evidence** showing past behavior **related to competency**
4. Candidate **provides strong evidence** of past behavior **related to competency**

Critical Competency	Questions	Ideal Responses and Red Flags	Interview Notes and Score
Compassion	<ul style="list-style-type: none">• Tell me about a situation in the past year in which you were confronted with an emotionally distraught customer. How did you intervene?• Describe a time when you were able to be personally supportive and reassuring to another individual.	<u>Ideal Responses</u> <ul style="list-style-type: none">• Relates to the needs of peers and customers• Can see different sides of situations	<ul style="list-style-type: none">• <i>James told a story about supporting coworker during peak application review as an Admissions Coordinator at a previous higher ed institution.</i>• <i>Provided many details showcasing how much he cared and specific actions he took to support his coworker.</i> Score: ____4____
	<u>Follow-Up Questions</u> <ul style="list-style-type: none">• What did you do?• What was the result?	<u>Red Flags</u> <ul style="list-style-type: none">• Is flippant about others' needs• Does not demonstrate sympathy for others' experiences	

Interview Note Sheet (cont.)

Interview Results Summary

Candidate Name: _____ Interviewer: _____

Position: _____ Interview Date: _____

Competency Score Key:

1. Candidate **provides evidence** showing past behavior **contrary to competency**
2. Candidate **provides some evidence** showing past behavior **contrary to competency**
3. Candidate **provides some evidence** showing past behavior **related to competency**
4. Candidate **provides strong evidence** of past behavior **related to competency**

Critical Competency	Questions	Ideal Responses and Red Flags	Interview Notes and Score
		<u>Ideal Responses</u>	Score: _____
	<u>Follow-Up Questions</u>	<u>Red Flags</u>	
		<u>Ideal Responses</u>	Score: _____
	<u>Follow-Up Questions</u>	<u>Red Flags</u>	

Interview Note Sheet (cont.)

Interview Results Summary (cont.)

Would you recommend hiring this candidate? ☐ Yes ☐ No

Why would you recommend this candidate?

Do you have any additional thoughts or notes?

Tool 6: Multi-Interview Evaluation Template

Overview

This tool provides a document to aggregate evaluations from multiple interviewers. Use with candidates that complete multiple interviews or participate in panel interviews.

Instructions

Collect and consolidate feedback from multiple interviewers in the template. After aggregating the feedback, return the completed form to the hiring manager for review. Note that where there is strong divergence of opinion, HR business partners may need to facilitate conversations to achieve consensus.

Sample Multi-Interview Evaluation Template

Candidate Name: VJ Hall Position: Custodian Interview Date(s): 1/18/23-1/19/23

Competency Score Key:

1. Candidate **provides evidence** showing past behavior **contrary to competency**
2. Candidate **provides some evidence** showing past behavior **contrary to competency**
3. Candidate **provides some evidence** showing past behavior **related to competency**
4. Candidate **provides strong evidence** of past behavior **related to competency**

Interviewer	1	2	3	Average	Notes
Competencies					
Compassion	4	4	N/A	4	
Attitude	4	4	4	4	
Teamwork	4	3	3	3	
Customer Service	4	4	2	4	Conversation between interviewers alleviated #3's concerns
Overall Interview	4	4	3	4	
Would you recommend this person for hire?	Yes	Yes	Yes	Yes	
What additional training would he or she need?	Technical training around cleaning protocols in research labs				

Multi-Interview Evaluation Template (cont.)

Interview Summary

Candidate Name: _____ Position: _____ Interview Date(s): _____

Competency Score Key:

1. Strong evidence that candidate does not possess competency
2. No evidence that candidate possesses competency
3. Some evidence that candidate possesses competency
4. Strong evidence that candidate possesses competency

Interviewer	1	2	3	Average	Notes
Competencies					
Overall Interview					
Would you recommend this person for hire?					
What additional training would he or she need?					
Additional Notes:					
Consolidated Remarks:					
Was this candidate hired?					



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