

BEHAVIOUR-BASED INTERVIEW GUIDE

ABOUT THIS GUIDE

This *Behaviour-Based Interview Guide* outlines the process for preparing for and conducting a behaviour-based interview and is designed to guide you through the interview. While the interview process is quite structured, any interview still requires a personal touch. Allow your own style and personality to come through. This will help you to feel more comfortable throughout the interview and will undoubtedly have a similar impact on the candidate.

This guide includes:

- Things to consider and steps to complete before conducting interviews
- Key points to cover in the interview
- A list of behaviour-based – *targeted* – interview questions for each competency
- Space for taking notes during the interview
- An Interview Summary to capture the interviewer's assessment of the candidate following the interview

The behaviour-based interview process requires in-depth knowledge of both the technique itself, as well as the competencies and the behavioural scales against which you will evaluate the data you gather from the candidate.

INTERVIEW PREPARATION

Using the interview guidelines you received in the online training, prepare to conduct or practice interviews as follows:

Before the Interview
• Identify a competency you will interview the candidate on, as well as other competencies you are likely to “hear.” • Review the competency growth stages to ensure you have a clear understanding of the competencies and the behaviours you will be looking for in the interview. • For the competency selected, identify two targeted competency questions – you will find a selection of questions for each competency in the interview guide. • Review application and interview guide. • Assign questions to interviewers in advance. Make sure everyone has a role.
At the Interview
• Make the applicant feel comfortable. Be sure to establish rapport with the candidate. For example, talk about the weather, a recent sporting event, or something going on locally in the news. • Introduce each member of the interview panel, their name, and title/position • Remind participants what to expect during the interview process – Remind the candidate to share recent incidents, and a brief overview of the Situation, Task- what they needed to do, Then I'll ask you to walk me through the Actions you did in detail, I want to be able to understand what it is you did, said, thought and felt as if I were therewith you. <i>Finally, I'll ask you for the Results/outcome of the situation – how did it end up?</i> <i>As you tell your stories, I'm likely to interrupt you from time to time because, again, I'm looking for a certain type of information. For this reason, I'll likely be interrupting you quite frequently to gather this detail, so I apologize in advance.</i> <i>The most important thing I'll ask you to do is to talk in the first person – to focus on “I” instead of “we”. It's critical that I know exactly what you said, did, etc. So, whenever you use “we”, I'll again interrupt you to remind you to focus on exactly what it was that you said, did, etc.</i> <i>Do you have any questions before we get started?</i>
Take detailed notes during the interview. Use probing questions to get codable data during the interview process
Once you've coded the data you gathered following the interview, enter the level that was demonstrated by the candidate for each competency. Use your agencies Rating process when scoring answers after the interview. HR Best practice tip: • Virtual interview tips: show same professionalism as in- person interviews, ensure a quiet place with no interferences or distractions during interview, if using voice recording – inform the candidate. • Each interviewer individually assigns rating to each answer after the interview. • Interviewers compare scores immediately after the interview and collectively agree on each score. • HR records score on Final Score Summary.

INTERVIEW PACKAGE

Candidate Name:	
Interviewer #1 Name:	
Date:	
Position:	

Candidate's Career History

Notes:

Why did you apply here? Experience work with people who have diverse abilities?

The next portion of the interview will help determine how well these match to the behaviours required for the role you have applied for.

You will be asked to share several situations or events from current or past experiences – ideally within the last 1-2 years. The situation you will share will also be those in which you were principally involved.

We are looking for you to describe the situations in a very specific way.

- What was the situation and what led up to it?
- Go in detail and describe the actions you took.
- How did it end up (results)?

It is important that you talk in the first person “I” instead of “we”. Do you have any questions before we begin?

Competency: Advocacy - Advocacy is the desire and determination to champion a cause or issue, and try to get others to support it. It recognises the importance of amplifying the voices of the person/family and creating space for them to advocate on their own behalf.

Question:

Situation

Probes: Give me a brief overview of the situation. What led up to the situation? Who was involved

Task

Probes: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that.

Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Recognize when advocacy needs to happen.
- ☐ Evolving – Takes actions to advocate
- ☐ Leading – Strategize and adapts to audience
- ☐ Influencing – Uses complex influence strategies for collective advocacy

Competency: Building Relationships - Building relationships is about intentionally collaborating to develop meaningful relationships with people supported, co-workers, families, community partners and other stakeholders. It is about seeking opportunities to create collaborative partnerships to meet mutual goals. From a sustainability perspective, building relationships is about fostering past relationships, understanding the current context and how to ensure reciprocal satisfaction. It also means anticipating future possibilities of partnerships.

Question:

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Establishes positive relationships
- ☐ Evolving – Growing collaborative relations
- ☐ Leading – Builds networks
- ☐ Influencing – Creates Social Capital for greater good

Competency: Championing Change and Innovation- This Core Competency is about being flexible and adaptable to changing environments in order to work effectively with various people and groups. It involves an open mindset to understand, appreciate and empathize with different and opposing perspectives. It is about having a clear vision for change, and communicating this in a way that all people are included and understand what the change means to them. It involves demonstrating a personal commitment to change through actions and words.

Question:

Situation

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Task

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Accepts the need to be flexible
- ☐ Evolving – Adapts and Adjusts the Approach
- ☐ Leading – Gets buy in for the change
- ☐ Influencing – Changes the direction

Competency: Facilitate growth and development- This competency is about facilitating self-directed growth and development. It fosters self determination and independence. It intentionally supports the long-term learning or development of others through coaching, recognition, encouragement, and feedback.

Question:

Situation	Probes: Give me a brief overview of the situation. What led up to the situation? Who was involved
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Task	Probes: What happened first/next? What were your specific tasks or responsibilities? Tell me more about how you did that.
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Actions	Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?
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Results / Outcome	Probes: What was the result/outcome of the situation? How did you feel?
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Select Key Behaviours Demonstrated:

- ☐ Emerging – Provides encouragement and shares knowledge with others
- ☐ Evolving – Creates learning opportunities for others
- ☐ Leading – Coaches others and provides advice relative to development
- ☐ Influencing – Champions a supportive learning environment

Competency: Problem Solving & Decision Making- Problem Solving and Decision Making is the demonstration of behaviours that enable one to identify and solve problems by understanding the situation, seeking additional information, developing and weighing alternatives, and choosing the most appropriate course of action. It involves the willingness to, and demonstration of, behaviours associated with taking a creative approach to problems or issues. It includes “thinking outside of the box” to go beyond the conventional, and to explore creative use of resources.

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Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Uses an experience-based approach to problem solving and decision making
- ☐ Evolving – Is open to new ideas/solutions
- ☐ Leading – Solves complex challenges
- ☐ Influencing – Drives solutions for multi layered challenges

Competency: Resilience - Resilience involves maintaining stamina and performance under continued stress and to act effectively under pressure. It includes bouncing back from disappointments or confrontations, and not letting them negatively influence ongoing performance. It involves keeping one's emotions under control and restraining negative responses when provoked. It includes expressing or resolving stressful situations in an appropriate way that doesn't harm self or others.

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Show self control
- ☐ Evolving – Demonstrate Persistence
- ☐ Leading – Model Resilience
- ☐ Influencing – Manages self in highly adverse situations

Competency: Resource Management - Resource Management is the capacity to plan, effectively leverage and optimize resources (people, processes, financial resources, technology etc.). It means that resources are allocated efficiently in order to provide high quality support. This includes human resource management, which ensures that people have the right skills, capabilities, behaviours and tools.

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Understand and utilizes resources
- ☐ Evolving – Leverages Resources
- ☐ Leading – Allocate Resources
- ☐ Influencing – Strategically administer resources

Competency: Strategic Thinking - Strategic thinking requires initiative, which is the ability to independently decide what to do and when to do it without relying on someone else's direction for short and long term impacts. People who demonstrate strategic thinking take initiative to thoughtfully respond to current situations, and are able to proactively anticipate future opportunities and challenges while ensuring a person directed approach. It is understanding trends and issues, and translating these into ideas, advice and activities that impact various stakeholders.

Question

Situation

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Takes initiative to respond to problems and opportunities
- ☐ Evolving – Thinks ahead and plans
- ☐ Leading – Promotes strategic direction
- ☐ Influencing – Develops vision

Competency: Valuing Equity, Diversity and Inclusion (EDI)- Valuing EDI uses social competence to understand and respect the practices, customs and values of all people and cultures. It is the ability to work effectively with a diverse community and be aware of current societal issues. It involves evaluating social situations and determining what is expected or required to recognize the feeling, intentions and lived experiences of others, and to select social behaviours that are most appropriate for that given context.

Question:

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Task

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Actions

Probes: What happened next? What did you do? What did you say? Why did you do that? What were you thinking?

Results / Outcome

Probes: What was the result/outcome of the situation? How did you feel?

Select Key Behaviours Demonstrated:

- ☐ Emerging – Values and respects all people
- ☐ Evolving – Contributes to creating a safe space for everyone
- ☐ Leading – Create a sense of belonging for everyone
- ☐ Influencing – Change agent for equity, diversity and inclusion

Additional Questions

- Do you have current First Aid/ CPR – expiry date:

Yes ☐

No ☐
- Do you have any Crisis Intervention training – type:

Yes ☐

No ☐
- Are you bilingual - language:

Yes ☐

No ☐
- Do you have a current, valid and clean driver’s license?

Yes ☐

No ☐
- Are you available to work weekends and evenings?

Yes ☐

No ☐

If you were the successful candidate when would you be available to start?

Notes:

CLOSING

Do you have any questions for us?

References: Obtain references and releases

Thank the Candidate - Review the next steps and timing with the candidate. Thank the candidate for his/her time. "Thank you for your time today and your interest in the position. We will review all of the information provided, and will likely make a selection decision in the next couple of weeks. We will be in touch with you by _____ (specify a date, if possible)."

General Comments (consider the following: key strengths relative to the role, any gaps or opportunities for development, any risks if the individual is hired, and any strategies for mitigating these risks)

Selection Recommendation: Yes _____, No _____

Possible Location(s):