

STAR - Behavioral Interviewing Overview for Managers

The selection of a new team member is a major investment for our organization and the candidate. Developing and maintaining a selection system that yields solid returns – productive employees who enjoy their responsibilities and seek opportunities to continuously improve their jobs – is critical to the success of every organization. The most effective selection systems share three goals:

- **Accuracy**
- **Equity**
- **Buy-In**

Accuracy is the ability of the selection process to validly predict applicants' job performance.

Equity is the assurance that the selection system gives every qualified applicant a fair and equal chance to be selected.

Buy-In is the extent to which the people involved in the selection process perceive its worth, both interviewers and candidates.

Many companies have adopted such a system of interviewing, utilizing the behavioral method, and have trained and certified their leaders to conduct these interviews.

STAR - Behavioral Interviewing Components

The accuracy and fairness of the behavioral interviewing system are based on six components. By following these components, the leader will be able to:

- Focus interviews and selection procedures on **job-related information**.
- Organize the elements of the selection process into an **efficient system**.
- Obtain specific behavioral information that can be used **accurately** to predict future behavior.
- Assess the **motivational fit** of candidates.
- **Systematically share information** about candidates in an organized data integration session.
- Make **legally credible** hiring decisions.

STAR - Behavioral Interview Focus

The interviewer will be focusing on **competencies** that serve as keys for collecting data.

Competencies -- describe the knowledge, motivations, and behaviors associated with success or failure in a job.

A **competency-based** interviewing format focuses on the particular knowledge, motivations, and behaviors important in the specific job or role and eliminates unrelated questions that waste time or are illegal.

Interviewers rely on three general type of information when gathering data about candidates:

- **Work/Education History/Certification/Skills** – The candidate's broad, general background. This information, much of which can be found on an application form or a resume, includes:
 - Where a candidate went to school
 - Number of years of service with a company
 - Number of job changes
 - Licenses and certifications
 - Ability to use specific computer software
 - Familiarity with industry procedures
 - Ability to operate specialized equipment

- **Specific Experiences** – Specific things the candidate has done in his or her jobs or other relevant history. For example:
 - The time the candidate sold an idea to his or her group leader.
 - A major project for which the candidate developed the budget.
 - The time the candidate resolved a conflict with a team member

- **Interests/Desires** – What the candidate is looking for in a job, organization, and location. Interviewers should note this information and confirm it with examples during the interview.

STAR - Behavioral Examples

Hiring managers who are certified in behavioral interviewing will use **behavioral examples** to clarify information.

Recognizing the relationship between the three sources of information and target dimensions are a key skill for the interviewer. While it might be easy to gain a superficial understanding of this relationship, failure to clarify information details that don't appear on a resume/application or aren't discussed in the interview can mislead interviewers. Behavioral

Interviewing overcomes this problem by helping interviewers focus on collecting **behavioral** examples.

Specific information about the **situation** and what the person **actually did** helps to accurately predict how the candidate will behave in similar situations in the future. **Past behavior predicts future behavior.**

This is called the STAR method.

- The **ST situation** the candidate faced
- The **Action** the candidate took (What did the person do)
- The **Result** of the candidate's actions.