The idea behind behavioral interviewing is that the most accurate predictor of future performance is past performance in similar situations.

Interview questions

Theoretical questions: Questions that place the applicant a hypothetical situation. These questions are more likely to test your skill at answering questions rather than in doing a good job.

- *Example*: How would you organize a team to arrange a celebration at work?

Leading questions: Questions that hint at the answer the interviewer is seeking by the way they are phrased.

- *Example*: Working on your own doesn`t bother you does it?

Close-ended questions: Used mostly to verify or confirm information.

- *Example:* You have a degree in psychology, is that correct

Behavioral questions

Questions that seek demonstrated examples of behavior from your past experience and concentrate on job related functions.

- Example: can you please tell me about a time you were part of a team that made a significant contribution? How did you contribute to the accomplishment?

Behavioral questions

Open-ended questions: these require more than a yes of no response. They often begin with "Tell me...", "Describe...", "When...".

Example: Describe a time you had to be flexible in planning a workload.

Why questions: Used to reveal rationale for decisions you have made or to determine your level of motivation.

Example: Why did you decide to major in environmental science?

Advantages of Typical Interviews

1. Require less expertise
2. Easier to compare candidates
3. Faster to conduct
4. Good for verifying basic facts
5. Easier to justify choice

Disadvantages of Typical Interviews

1. Less accurate in predicting successful performance
2. Easier to hide important information
3. Little accountability
4. Difficult to judge competency of candidate

Advantages of Behavioral Interviews

1. More accurate in predicting successful performance using past performance as an important predictor of future performance.

2. Better at revealing applicant's attitudes, values, motives and interests.

3. Explores job related competencies needed for successful technical and behavioural performance.

4. Reveals the manner in which an individual behaved in a real world experience.

5. Better idea of the manner in which the individual will demonstrate in a new job.

Disadvantages of Behavioral Interviews

1. Requires more interviewer expertise
2. Take longer to conduct
3. Can be more difficult to assess
4. More difficult to compare candidates
5. More difficult to justify choice of candidate
6. Candidates find the interview difficult

Why use Behavioral Style Interviewing at all?

Employers use the behavioral interview technique to evaluate a candidate's experiences and behaviors so they can assess their competencies and determine the applicant's potential for success for a new role.
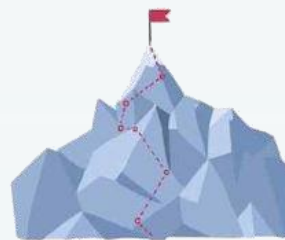
S.T.A.R. Approach

S. Situation

T. Task

A. Action

R. Result

STAR

The STAR format stands for *Situation, Task, Action, Result*:

SITUATION
An event, project, or challenge faced

TASK
Your responsibilities and assignments for the situation

ACTION
Steps or procedure taken to relieve or rectify situation

RESULT
Results of actions taken

*The STAR interview method is also called the CAR method, which stands for Context/Challenge, Action, Result.
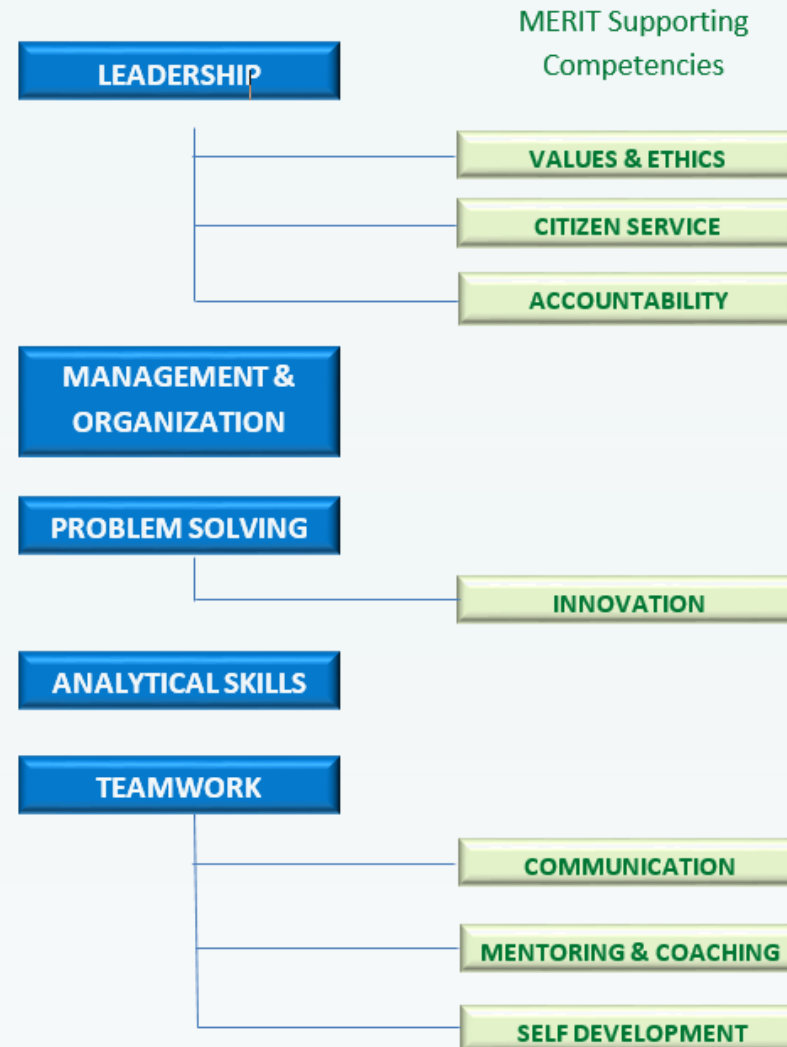
Evaluation System - Example

5. MUCH MORE THAN ACCEPTABLE: Significantly above criteria required for successful job performance

4. MORE THAN ACCEPTABLE: Generally exceeds criteria relative to quality and quantity of behavior required.

3. ACCEPTABLE: Meets criteria relative to quality and quantity of behavior required.

2. LESS THAN ACCEPTABLE: Generally does not meet criteria relative to quality and quantity of behavior required.

1. MUCH LESS THAN ACCEPTABLE: Significantly below criteria required for successful job performance.

Competencies Defined

- Competencies are observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.

- Core Competencies: those competencies required for all employees to be successful within an organization, and for the organization to achieve its objectives.

- Functional /Technical Competencies: those competencies required for successful job performance in a specific role or position in addition to the core competencies.

Mandatory & Supporting Competencies

MERIT Competencies and
Civil Service Council
mandated competencies

MERIT Supporting
Competencies

LEADERSHIP

- **VALUES & ETHICS**
- **CITIZEN SERVICE**
- **ACCOUNTABILITY**

**MANAGEMENT &
ORGANIZATION**

PROBLEM SOLVING

- **INNOVATION**

ANALYTICAL SKILLS

TEAMWORK

- **COMMUNICATION**
- **MENTORING & COACHING**
- **SELF DEVELOPMENT**

Exercise

Describe a time you were proud of an accomplishment using the STAR methodology.

S.   Situation

T.   Task

A.   Action

R.   Result

Why Competencies?

Competencies are important for employee performance:

- Knowledge and skills (Technical Competencies) the basis for success.

- Behavioural competencies determine the degree to which success is achieved.

- Competencies like organization skills, problem solving skills and teamwork are critical behaviours for higher performance.

Competencies provide an objective basis for decision making within Human Resource processes:

- Performance Appraisals.

- Recruitment.

- Employee Development.

Competencies ensure employees understand those behaviours that are critical for success and the basis upon which their performance will be evaluated.

Communication

Listens & clearly presents information

Listens actively and objectively without interrupting.

Checks own understanding of others' communication (e.g., repeats or paraphrases, asks additional questions).

Presents appropriate information in a clear and concise manner, both orally and in writing.

Tell us about a time you disagreed with an idea of another employee. What did you to understand their idea? What was the result?

We can sometimes identify a small problem and fix it before it becomes a major problem. Give an example of how you have done this.

Analytical skills

Collects and verifies information and reports results

Collects and analyses information from a variety of proper sources.

Checks and ensures accuracy and realistic of information

Detects missing information and mismatches in information and data.

Identifies links between information and situations.

Problem Solving

Follows policy, regulations and guidelines to determine an appropriate course of action during day to day work

Gathers information pertinent to the situation.

Recognizes when there is a need to consult with others

Tell us about a time when you had faced a complex work problem, the manner in which you dealt with it and the result.

The Covid 19 Pandemic made things difficult for everyone. Tell us one of the ways that you had to change the manner in which you worked to overcome an obstacle and the result achieved.

Management and organization

Plans and organizes own work in order to complete tasks in a professional and timely manner

Keeps track of own progress and keeps stakeholders informed of progress.

Anticipates problems and schedules work appropriately.

Respects the time of others and is punctual for meetings.

Time management

The Covid 19 Pandemic also meant that many offices were short handed but work still had to completed. Tell us how you managed this situation in your current role.

Plans and organizes own work in order to complete tasks in a professional and timely manner

Keeps track of own progress and keeps stakeholders informed of progress.

Anticipates problems and schedules work appropriately.

Respects the time of others and is punctual for meetings.

Tell us about a time when a member of your team was not providing the quality of work that was needed in order to help the team succeed, your action addressing the issue and the result.

Builds trust in relationships by open, honest communication, sharing pertinent information and meeting commitments.

Understands the need for collaboration

Actively listens to understand others' point of view.

Contributes opinions and information willingly. Respects opinions and contributions of others.

Makes and keeps commitments. Does their share of the work.

22

Displays willingness to learn from others.

Please tell us about a time your ideas made a positive difference in a work assignment or project? What was the idea? How did you persuade others that the idea was important? What was the result?

Understands and supports the goals and vision of the organization

Speaks positively about the direction in which the organization is moving.

Shares information that may impact goals.

23

Behavioral Interview Tips

- **What is a Behavioral Interview?**

- A behavioral interview is a popular interview technique employers use to assess job candidates based on their past behavior. For example, instead of asking hypothetical questions like, "How would you react if you were under a lot of pressure at work?" they would instead ask situational questions like, "Describe a time you were under a lot of pressure at work. How did you react?"

- **Behavioral Interview Tips**

- Here are some important tips to consider when preparing for your next behavioral interview:

- Study the job description.

- Review major projects you've worked on.

- Revisit previous job performance reviews.

- Make a list of your professional accomplishments.

- Use the STAR method to structure your response.

- Be open and honest in your answer.

- Practice your interview responses aloud.

- Keep your answers under two minutes.

Interviewers are usually trying to learn three things: First, they want to know how you behaved in a real-world situation. Second, they want to understand the measurable value you added to that situation. Finally, they are trying to learn how you define something like "pressure at work"—a concept different people might interpret differently.

Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Address: Floor 3, National Times News Tower Khudaldaanii gudamj, Khoroo 1
Chingeltei district, Ulaanbaatar-15160 Mongolia

Phone: +976 7610-5000