



RECRUITMENT

QUESTIONS AND EVALUATION METHODS

QUESTION TYPES

Planning purposeful interview questions is a critical part of the interview process. Select in advance the criteria for a “good answer”. Design questions to get information from the candidate to help the hiring manager determine whom to select for the position.

BEHAVIOR BASED QUESTIONING

Behavior based questioning involves asking candidates to give actual examples of how they have handled certain situations in the past. Since past behavior is a predictor of future behavior, asking primarily behavior based questions is helpful. Examples requested in behavior based questions should relate to the requirements of the position.

Example of behavior based question:

- Tell us about a time that you adapted your work style in order to work effectively with those whose work styles were different from yours?

QUESTIONING METHODS

Equally important to the type of interview chosen is the method used to question candidates. How questions are presented may have an impact on how well a candidate does during an interview. The following are options to consider:

- Offering questions both verbally and in writing may help the candidate give a thoughtful response. Giving a candidate ten to twenty minutes before the interview to study the questions, jot down a few notes, and formulate a response is helpful.
- Allowing the candidate to have the written questions during the interview and having the panelists or the candidate read the questions aloud may help a candidate process the information better. Some candidates need to see information in order to process it, while others need to hear information in order to process it.
- Consider giving the candidates all or some of the questions at least twenty-four (24) hours in advance when filling a position that requires the incumbent to do research or prepare a presentation.
- In filling a position that requires the candidate to think quickly and give a rapid response, ask one or two questions the candidate has not seen.
- Allowing a candidate to self-manage the interview time can be useful. A self-managed interview is one in which a candidate is given all of the questions and a timeframe in which to answer them. The candidate decides the order in which to answer the questions and if the candidate reads the questions or has the panel read them.

RESPONSE EVALUATION METHODS

The method in which candidates are evaluated is important. The ultimate goal is to select the candidate whose experience, education, competencies and skills most closely meets the needs of the position. Evaluation methods can be scored or unscored.

- **Scored:** Scored methods assign a point value or range to criteria for a “good” or acceptable answer. Points for each question are added at the completion of the interview and a total point value is assigned. Criteria for a “good” or acceptable answer is determined before the interview.
- **Unscored:** Unscored methods that may be used are sorting or ranking based on competencies, answers to questions or by comparing strengths and weaknesses. Criteria for a “good” or acceptable answer is determined before the interview.

The documentation on which panelist notes are recorded, may become a public record and subject to disclosure. It is very important that panelist comments are objective and not subjective, or reflective of their personal opinion.

See the following: Veterans’ Preference Toolkit (contains evaluation forms, scored and unscored.)