amces
Association Consulting Services

Competency-based interview (CBI) template

Instructions:
1. **Prior to the Interview:**
a. **Fill out Contextual Information**: Read through and fill out the first page of the template.
b. **Identify Competencies for Evaluation**: Identify two to three competencies to evaluate during the interview to conserve time. If desired, managers may also choose to fill out competencies particularly important to their specific security function or organization in the empty template provided at the end.
c. **Choose Questions to Ask**: Choose one to two questions to ask per competency from the list provided in the template.

2. During the Interview:
a. **Probe for the Situation/Task, Action, and Result**: To ensure a well-rounded view of the candidate's proficiency at the competency is captured, be sure to ask follow up questions concerning each element of the narrative.
b. **Note Success Behaviors and Competency Proficiency:** Mark off the success behaviors the candidate demonstrates and notes on the strengths and weaknesses of their responses.

3. After the Interview: a. **Reflect and add any Final Notes:** Be sure to mark any final comments or thoughts immediately after the interview, when memory of the discussion is still fresh.
b. **Discuss and Deliberate Results with Co-Interviewers:** Incorporating multiple opinions ensures a more well-rounded process.

Association Context

Hiring manager name:	Interview date:
Candidate name:	Position:

Take time during the interview to fully describe the position and the organization, providing an opportunity for the candidate to ask questions

Information to provide to candidate:	**Notes on candidate response:**
Organizational culture Realistic job preview Rewards of the job Development and future career opportunities Roles the position will interact with	

Prior to the interview, review the candidate's resume and document questions regarding the candidate's experience and skills that you would like to clarify or discuss (e.g., reasons for leaving past jobs, gaps in employment experience, technical skills, promotions earned, leadership opportunities).

Questions:	**Notes on candidate response:**

For more information on this tool contact ian@amces.com

Decision-Making

☐ Considers the costs and benefits of potential actions to choose the most appropriate one.
☐ Acts decisively and swiftly.
☐ Identifies problems and drives toward solutions.
☐ Takes on responsible roles and accountability for outcomes even when things go wrong.
☐ Is comfortable making difficult decisions.

Questions

Think about a time when there were several different choices or directions you could choose to solve a problem or approach a project at work. What process did you follow to decide about which direction to take?

Give me an example of a decision you made on the job that you later regretted. What was the decision?

Describe a situation in which you thought you had solved a problem, only to have it resurface later. How did you approach the problem differently when it resurfaced?

Tell me about a time when you had to make a difficult decision very quickly. What conclusion did you reach, and how did you reach it? Do you think you made the right choice?

Fill in a different question

Interview Notes

Situation / Task:

Action:

Results:

What to Look For: Successful Behaviours

☐ Candidate uses a well-reasoned process to approach difficult decisions.
☐ Candidate can make difficult decisions amid conflicting or competing opinions from various stakeholders.
☐ Candidate able to describe and support decisions they have made.

Rating

☐ Does Not Meet Requirements
☐ Fully Meets Requirements
☐ Exceeds Requirements

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Comments

(Fill in desired competency)
☐ Competency attribute ☐ Competency attribute ☐ Competency attribute
Questions
Enter your question
Enter your question
Enter your question
Enter your question
Enter your question
Interview Notes
Situation / Task: Action: Results:
What to Look For: Successful Behaviours
☐ Fill in successful candidate behaviour ☐ Fill in successful candidate behaviour ☐ Fill in successful candidate behaviour
Rating
☐ Does Not Meet Requirements ☐ Fully Meets Requirements ☐ Exceeds Requirements
Comments

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