

Table 3: Example of a Situational Interview Question and Rating Scale

Job Task	Competency	Interview Question	Proficiency Level & Representative Response
<p><i>Performs investigative work to obtain information, gather evidence, or verify facts.</i></p>	<p><i>Integrity/ Honesty:</i> Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact violating these standards would have on an organization, self, and others; is trustworthy.</p>	<p>You are investigating a group of auto dealership managers suspected of money-laundering activities. During the course of an interview with one suspect, the suspect offers to help you buy a car at a price you know is well below market value. What would you do?</p>	<p><i>Unsatisfactory:</i> Accept the offer.</p> <p><i>Satisfactory:</i> Say no to the offer and continue the investigation; document the incident in your report.</p> <p><i>Superior:</i> Probe the dealership managers to determine how they are able to offer a car at such a reduced price; attempt to get contact information of others involved; say no to the offer; and document the details of the incident.</p>

## 5. Create Interview Probes

A probe is a question asked by the interviewer to help clarify a candidate’s response or ensure the candidate has provided enough information. When probes are necessary, interviewers should use very similar probes for all candidates to ensure candidates are given the same opportunities to excel. While probes may need to be tailored to address each candidate’s specific response, the general meaning of the probes should not change.

- Prior to the interview, establish the desired range of probing (for example, no probes, a limited number of probes, unlimited probes).
- If probes will be used, determine the specific probes for each question the interviewer is allowed to use.

Example probes for behavioral- and situational-interview questions are presented in Table 4.

Table 4: Example Probes for Behavioral- and Situational-Interview Questions

<b>Competency: Interpersonal Skills</b>	
<p><b>Behavioral Interview Question:</b> Describe a situation in which you had to deal with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?</p>	<p><b>Behavioral Interview Probes:</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>• What factors led up to the situation?</li> <li>• Could you or anyone else have done something to prevent the situation?</li> <li>• What did you determine as the most critical issue to address in this situation?</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• How did you respond?</li> <li>• What was the most important factor you considered in taking action?</li> <li>• What is the first thing you did?</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• What was the outcome?</li> <li>• Is there anything you would have said and/or done differently?</li> <li>• Were there any benefits from the situation?</li> </ul>
<p><b>Situational Interview Question:</b> A very angry client walks up to your desk. She says she was told your office sent her an overdue check five days ago. She claims she has not received the check. She says she has bills to pay, and no one will help her. How would you handle this situation?</p>	<p><b>Situational Interview Probes:</b></p> <p><b>Situation</b></p> <ul style="list-style-type: none"> <li>• Why do you believe this situation occurred?</li> <li>• What do you consider the most critical issue in this situation?</li> <li>• What other issues are of concern?</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• What would you say?</li> <li>• What is the first thing you would do?</li> <li>• What factors would affect your course of action?</li> <li>• What other actions could you take?</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• How do you think your action would be received?</li> <li>• What would you do if your action was not received well?</li> <li>• What do you consider as benefits of your action?</li> </ul>