Benchmarking Interview Questions

Behavior-Based Questions: Some behavior-based questions I can use during an interview (and the KSAO that each measures) and my expectations for what *Extraordinary, Good, Acceptable*, and *Unacceptable* responses might be.

Question/KSAO It Measures	Extraordinary [5 points]	Good [3 to 4 points]	Acceptable [1 to 2 points]	Unacceptable [0 points]
When was the last time that—for a specific job—you broke the rules to get better results for a company? Explain how you did this and what happened. [KSAOs: communication skills, initiative, critical thinking skills, and knowledge of organizational behavior]	Clearly describes an "thinking outside the box" experience. Identified how it served the company well. Describes the steps he or she took, the obstacles overcome, how they were overcome, and the lessons learned.	Clearly describes how and what rules were broken. Describes the steps that he or she took and how the risk taking benefited the company.	Describes an incident when the candidate took a risk to benefit the company. Offers a list of steps he or she took in taking the risk.	Can't offer a *specific* risk taking or rule-breaking example.
Tell me about a past work situation that irritated you. What did you do about it? [KSAOs: communication skills, taking responsibility, displaying adaptability, and displaying initiative]	Clearly describes an irritating situation. Identifies the specific actions he or she took to proactively to *change* the job to reduce or prevent reoccurrence of irritation.	Clearly describes an irritating situation. Identifies the specific actions he or she took to cope with the irritation and still perform the job.	Describes an irritating job situation and how he or she responded to this irritation.	Doesn't offer any example or offers an example but no explanation of how the candidate responded effectively to this irritation.