



Fostering Diversity

Purpose of the Interview Guide:

This Interview Guide is designed to assist in the behavioral interview process. It provides specific questions and probes for the behaviors of the competency. In addition, positive and negative behavioral indicators are listed that will help evaluate the candidate’s responses. While the process described below is designed for multiple interviewers seeing each candidate, it can be completed with only one interviewer.

Prior to the interview:

- Review the candidate’s resume.
- Review the assigned the competency(s) and the behaviors that comprise each competency.
- Select the specific questions you feel comfortable asking each candidate. Note: Not all the questions need to be used – select at least two questions.

During the interview:

- Greet the candidate and spend a few minutes building rapport; talk about areas the candidate is interested in.
- Transition into the formal interview.
- Ask the selected questions and use follow-up probes to get complete examples of the:
 - **Situation** that the candidate encountered;
 - **Actions** that the candidate took;
 - **Results** or outcome of the actions taken.
- Give the candidate time to think about past examples/experiences when answering the questions.
- Ideally get at least 2-3 examples for each question.
- Use this guide to take notes and evaluate the candidate.

Following the interview:

- Check off appropriate behavioral indicators and summarize key observations and notes. Rate the candidate on each assigned competencies in the space provided at the bottom of each page.
- Note any observations for competencies not assigned and be prepared to discuss.
- After completing, interviewers should meet to discuss and reach consensus on the final ratings for each candidate and complete the Candidate Interview Summary.
- Make the hiring decision.

Candidate:	
Interviewer:	
Date if Interview:	

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Definition:

Working effectively with all races, nationalities, cultures, disabilities, ages and sexes. Promoting equal and fair treatment and opportunity for all.

Behaviors:

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- a. Proactively seeks information from others who have different personalities, backgrounds, and styles. Includes them in decision-making and problem solving.
 - b. Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds.
 - c. Makes it easy for others to feel valuable regardless of diversity in personality, culture, or background.
 - d. Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events.
 - e. For a manager or team leader, hires and develops people with a diversity of cultural and demographic backgrounds. For an employee, helps recruit and orient employees with a diversity of cultural and demographic backgrounds.

Behavioral Questions and Probes

1

Tell me about a time when you were working on a project with a person or group who had a very different personality, background, and/or style than you. What did you do to ensure you would work together?

- What was the situation? What action(s) did you take? What was the result?

2

Think about a time when you were working on a project with a person or group that had a very different cultural, and/or demographic background than you. What did you do to ensure you would work together?

- What was the situation? What action(s) did you take? What was the result?

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3

Tell me about a time when you were trying to solve a difficult problem or make a major decision and needed to seek the input from someone that had a very different personality, background, and/or style than you. Who was it and how did you go about getting their input?

- What was the situation? What action(s) did you take? What was the result?

4

Tell me about a time when you were trying to solve a difficult problem or make a major decision and needed to seek the input from someone that had a very different cultural and/or demographic background than you. Who was it and how did you go about getting their input?

- What was the situation? What action(s) did you take? What was the result?

5

Give me an example of when you hired a person had a very different personality, background, and/or style than yourself and other people in the group. How did you help this person get acclimated to the group?

- What was the situation? What action(s) did you take? What was the result?

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6

Give me an example of when you hired a person had a very different cultural, and/or demographic background than yourself and the other people in the group. How did you help this person get acclimated to the group?

- What was the situation? What action(s) did you take? What was the result?

7

Give me an example of a time you had an employee or co-worker who was having a difficult time fitting into a group because of their personality, culture, or background. What did you do to help them integrate into the group?

- What was the situation? What action(s) did you take? What was the result?

8

Give me an example of a time you had an employee or co-worker who was having a difficult time fitting into a group because of their cultural, and/or demographic background. What did you do to help them integrate into the group?

- What was the situation? What action(s) did you take? What was the result?

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9

Was there ever a time where you helped to recruit someone from a different cultural or demographic background than most of the people in the organization. If so, what did you do to help the organization to consider this person?

- What was the situation? What action(s) did you take? What was the result?

10

Think about a time when the organization you were working for hired someone from a different cultural and demographic background. What did you do to help this person?

- What was the situation? What action(s) did you take? What was the result?

Positive Indicators	Negative Indicators
<ul style="list-style-type: none"> • Proactively seeks information from others who have different personalities, backgrounds, and styles. Includes them in decision-making and problem solving • Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds. • Makes it easy for others to feel valuable regardless of diversity in personality, culture, or background. • Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events. • For a manager or team leader, hires and develops people with a diversity of cultural and demographic backgrounds. For an employee, helps recruit and orient employees with a diversity of cultural and demographic backgrounds. 	<ul style="list-style-type: none"> • Only seeks information from those that have the same personality, background, and style. • Only includes those that have the same personality, background, and style in the decision-making and problem solving activities. • Does little to communicate or cooperate with those who have a different cultural and demographic background. • Does little to help others with a different personality or from a different culture or background to feel valued. • Does not involve those with diverse cultural background to be part of non-work related activities. • Does not seek to hire and develop people with from a different cultural or demographic background. • Does little to recruit and orient employees with a different cultural and demographic background

Summary Notes

Overall Evaluation—Fostering Diversity

Strength Area	Demonstrates Proficiency	Improvement Opportunity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>