

## Behavior Based Interviewing now at DDC

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Behavior Based Interviewing, or BBI, is a tool now being used by the Defense Logistics Agency and the Defense Distribution Center to find, attract, and select the people with the right mix of knowledge and performance skills. Renee P. Gilman, Defense Supply Center Richmond Certified BBI Instructor, recently provided DDC employees with an overview of BBI.

Gilman said BBI gives selecting officials a rounder view of applicants. She said that people who fit both the job and the organization are likely to stay longer and contribute more to organizational success.

A BBI interview allows selecting officials to focus on key behaviors, skills, actions and core competencies. Essential technical skills will be evaluated, but BBI stresses performance skills.

Gilman said the BBI process starts with selecting officials answering 168 questions

about the position they have open. The answers are evaluated and totaled by BBI software and the program provides questions for the interviewer to ask. This way, Gilman said, all applicants are also asked the same questions, which minimizes bias and treats candidates more fairly.

The BBI process, Gilman said, allows selecting officials to identify areas of greatest importance before the interview. It also requires applicants to really think about the questions and how their experience relates to the job opening.

The questions allow selecting officials to assess many applicant skills and qualities including poise, ability to communicate, problem solving, ability to handle difficult situations, ability to focus and summarize, and a person's priorities.

A BBI question might be, "Describe an instance where you dealt with an irate customer that didn't go well." And that would likely be followed up by, "What did you learn from that experience?"

To prepare for a BBI interview, Gilman said selecting officials must identify and define the performance and technical skills required to succeed in the job.

Applicants should be prepared to provide details of past experience in specific situations, not generic. Gilman said there will rarely be yes or no questions.

Gilman said BBI interviewers are trained to listen for answers that include the situation, task, actions taken, and results, which can be remembered using the acronym STAR.

### Additional possible BBI questions are:

Think of a time when you identified the hidden agenda of someone with whom you were negotiating. How did you work with that agenda to achieve a successful outcome?

Describe anything you've done that shows your skill in inspiring others to pursue strategic goals or corporate values. How do you know when you were successful?

We value people who display a high level of initiative. Describe something you've done that shows such initiative.

Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult and how did you handle it?

Describe a situation that required you to do a number of things at the same time. How did you handle it and what was the result?

Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?

Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.



Via video teleconference, Renee P. Gilman, DSCR Certified BBI Instructor, recently provided DDC employees with an overview of BBI.