



ChequedInterview™ User's Guide





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Mission Statement

Our mission here at Chequed™ is to ensure that your company is hiring the best possible candidates for your team. With this in mind, we designed ChequedInterview™ around three principle features in order to improve the quality of interviews compared to the traditional interview process.

- 1. A structured format**
- 2. Behaviorally based interview questions**
- 3. Custom interview questions**

Our Client Support team is here (in this guide, as well as on the phone, and in your inbox!) to help you realize radical improvements to the quality of hires at your organization. But we need your help too! Please take a moment to read through these pages in order to receive the very most from ChequedInterview.





Why ChequedInterview™ is better at selecting the right candidate

A Structured Format

Interviews can be either unstructured, or structured. Unstructured interviews, which are most common, do not follow a standardized format. Typically, the interviewer and candidate talk freely and follow a loosely defined list of topics. Although the flexible and discretionary format of unstructured interviews appeals to many hiring managers, the research literature clearly indicates that unstructured interviews are not very predictive of on-the-job performance.

ChequedInterview™ uses a **structured format** to improve the overall quality of the interview. Structured interviews pose an identical set of questions to all applicants interviewing for a particular job. This helps hiring managers to evaluate candidates objectively by guaranteeing that all candidates have the same opportunity to provide job-relevant information. It can also keep less qualified candidates from being selected over more qualified ones simply because the interviewer did not use a structured set of questions.

ChequedInterview™ uses a standardized scale to score candidates' responses to the behaviorally-based questions. This helps to determine how strong a candidate's answer is, relative to various degrees of acceptability. ChequedInterview™ uses a 5 point scale that ranges from "Unable to Answer" to "Excellent". The scale includes descriptions of what to listen for when the candidate answers, and which score would best match the candidate's response.





Behavioral Interviewing

There are different types of structured interviews. The format preferred by Chequed.com is the *behavioral* interview. The behavioral interview gathers information from candidates about their *actual behavior in past situations*, which demonstrate the competencies that are essential for job success. The underlying premise behind this method is that the best predictor of future behavior is past behavior. The questions that are asked are based on the core set of competencies identified by job analysis data as most relevant to a given job or position. The questions require the applicant to think of a specific situation and to explain to the interviewer how he or she behaved or reacted in that situation. To bring out the best possible understanding of candidate behaviors, each ChequedInterview™ question incorporates three components:

- 1. What was the situation?**
- 2. How did the candidate handle it?**
- 3. What was the outcome?**

These behaviorally-based questions provide a more complete picture of the candidate's ability to perform the job that they are being interviewed for.





Flexible Interviewing: Custom Interview Questions

ChequedInterview™ also features the ability to create custom interview questions that are specific to you or your organization. If your organization has configured any custom questions which should be asked of all candidates, they will appear on your *Interview Plan* page as company required questions. If you would like to add any of your own interview questions, use the *My Questions Library* on the *Interview Plan* page to add your own questions. Your custom questions will be included into the scoring process so that you can evaluate the candidate's response for effectiveness. Custom questions that are created in your library will be available for future interviews as well.

Your Custom Questions

Create new interview questions or add them from your question library. To create a new question click Add question. To use an existing question select the question from your library.

<h4>Questions Included In This Interview</h4> <p>No custom questions have been included!</p>	<h4>My Questions Library</h4> <p>+ Add Question</p> <p>No custom questions have been defined!</p>
<h4>Offline Interview</h4> <p>Print Guide Submit Scores</p>	<h4>Online Interview</h4> <p>Start Online Interview</p>

When creating custom questions, Chequed.com strongly recommends that you follow the best practices of your organization in determining what types of questions you should be asking. Make sure that your custom questions are related to success on the job and are compliant with the Equal Employment Opportunity Commission (EEOC). If you would like to learn more about EEOC compliance, please visit them at <http://www.eeoc.gov/>.





Prior to the Interview: Reviewing Your Plan

Prior to the candidate's arrival, we recommend reviewing your Interview Plan in Chequed.com to examine the assigned competency questions along with any custom questions that are assigned to the interview. Remember, the purpose of ChequedInterview™ is to add consistency to the questions asked of candidates during the interview process.

Interview Questions	
Competency	Question
Acting with Integrity	Describe a situation in which you had made a commitment or promise to others that was difficult to keep. What did you do in this situation and what was the outcome? What to look for in an answer?
Customer Focus	Think of a time in which a customer was not satisfied with a product or service and became irate. How did the applicant respond to the customer and how did they resolve the situation? What to look for in an answer?
Flexibility/Adaptability	Tell me about a situation in which the applicant had to adjust to changes in the work environment over which he/she had no control. How did he/she handle it? What to look for in an answer?

Before the interview, decide if you will be conducting the interview online or if you would prefer to conduct the interview using the offline approach. In the offline approach you will print a paper copy of the interview guide and take it with you to the interview. Once you complete the interview, you will come back to the system to enter your scores for that candidate. In the online approach, you will bring a computer, tablet or smartphone to the interview. The system will display the questions one at a time for you to discuss and then enter your score for that question right away. Then the next question is presented, until the interview is complete.





<p>Offline Interview</p> <p>Print Guide</p> <p>Submit Scores</p>	<p>Online Interview</p> <p>Start Online Interview</p>
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If you plan to use the online approach through your computer, tablet, or hand-held device, return to your Interview Plan page at the start of the interview and select “*Start Online Interview*” at the bottom of the page. If you plan to conduct the interview offline, select “*Print Guide*.” You will be asked to return later to enter in your scores if you conduct the interview offline.

One of the most important things to consider when conducting the interview is to ensure equal treatment of all candidates. It is extremely important that each candidate is processed in a similar manner to ensure that the results of the interview will provide as much job-relevant and objective information as possible. Making sure that interviews are conducted in a standard manner will provide an equal opportunity to all applicants to demonstrate their abilities when answering questions. Emphasis should also be placed on non-verbal cues and demeanor.

The interviewer’s body language and facial expressions (e.g., raised eyebrows, nodding) communicate levels of interest and approval to the candidate. Interviewers should take note of their body language and take steps to limit potentially negative effects.





Conducting the Interview Online

Before the candidate arrives, return to *your Interview Plan* through the invitation email you originally received. When ready to begin interviewing the candidate, select “*Start Online Interview*” at the bottom of your plan to access your score-able questions.

Begin by asking the interview question that is displayed on screen and take notes on the candidate’s key words. Use follow up probes to help dig into the details of their answer further.

Interview Question		
Describe a situation in which you had made a commitment or promise to others that was difficult to keep. What did you do in this situation and what was the outcome?		
Score (Proficiency Level)	Summary	Answer Themes Examples of behavioral responses to the specific questions
<p>5 Excellent</p> <input type="radio"/>	<p>Demonstrated competence in a very difficult situation; requires no guidance.</p>	<ul style="list-style-type: none"> • The promise or commitment was made after careful thought, but unplanned circumstances occurred that made it difficult to keep the commitment. • Recognized the dilemma and importance of finding a resolution acceptable to all. • Engaged in effective problem solving to resolve the obstacles and was able to keep the commitment or promise.
<p>4 Good</p> <input type="radio"/>	<p>Demonstrated competence in a moderately difficult situation; requires little or no guidance.</p>	<ul style="list-style-type: none"> • The promise or commitment was reasonable but may have been made without careful deliberation. • Was not able to keep promise or commitment but was able to find an alternative solution that was acceptable and did not permanently damage relationships.





When you are finished with each interview question, select the appropriate score for the candidate’s response by using the verbal anchors, summary, and answer themes provided in each scoring category to help you clearly rate the candidate.

Interview Question
Describe a situation in which you had made a commitment or promise to others that was difficult to keep. What did you do in this situation and what was the outcome?

Score (Proficiency Level)	Summary	Answer Themes Examples of behavioral responses to the specific questions
5 Excellent <input checked="" type="radio"/>	Demonstrated competence in a very difficult situation; requires no guidance.	<ul style="list-style-type: none"> The promise or commitment was made after careful thought, but unplanned circumstances occurred that made it difficult to keep the commitment. Recognized the dilemma and importance of finding a resolution acceptable to all. Engaged in effective problem solving to resolve the obstacles and was able to keep the commitment or promise.
4 Good <input type="radio"/>	Demonstrated competence in a moderately difficult situation; requires little or no guidance.	<ul style="list-style-type: none"> The promise or commitment was reasonable but may have been made without careful deliberation. Was not able to keep promise or commitment but was able to find an alternative solution that was acceptable and did not permanently damage relationships.

Once you have completed the interview questions, you will be given the opportunity to dismiss the candidate. After dismissing the candidate, return to the Online Interview to add your final comments and complete the interview.

Add comments

II PAUSE This is your opportunity to say goodbye to the candidate.

Return and Enter your comments.

Do you recommend this candidate for hire? Yes Yes with reservations No

Comments:





Conducting the Interview Offline

Before the candidate arrives, return to *your Interview Plan* through the invitation email you originally received. Select “*Print Guide*” at the bottom of your plan to access your score-able questions.

Use the printed guide from your Interview Plan to conduct the interview. Begin asking the interview questions in printed order and take notes on the candidate’s keywords. Use follow up probes to help dig into the details of their answers further.

Score (Proficiency Level)	Summary	Answer Themes Examples of behavioral responses to the specific questions
5 Excellent <input type="radio"/>	Demonstrated competence in a very difficult situation; requires no guidance.	<ul style="list-style-type: none"> • The promise or commitment was made after careful thought, but unplanned circumstances occurred that made it difficult to keep the commitment. • Recognized the dilemma and importance of finding a resolution acceptable to all. • Engaged in effective problem solving to resolve the obstacles and was able to keep the commitment or promise.
4 Good <input type="radio"/>	Demonstrated competence in a moderately difficult situation; requires little or no guidance.	<ul style="list-style-type: none"> • The promise or commitment was reasonable but may have been made without careful deliberation. • Was not able to keep promise or commitment but was able to find an alternative solution that was acceptable and did not permanently damage relationships.





When finished with the interview, return to your Interview Plan using the link in the invitation email. Select Submit Scores in the Offline Interview section to record and submit your responses.

<p>Questions Included In This Interview</p> <p>No custom questions have been included!</p>	<p>My Questions Library + Add Question</p> <p>No custom questions have been defined!</p>
<p>Offline Interview</p> <p>Print Guide Submit Scores</p>	<p>Online Interview</p> <p>Start Online Interview</p>

Select the appropriate score for the candidate’s response by using the verbal anchors Summary and Answer Themes provided in each scoring category to help you clearly rate the candidate.

Interview Question
Describe a situation in which you had made a commitment or promise to others that was difficult to keep. What did you do in this situation and what was the outcome?

Score (Proficiency Level)	Summary	Answer Themes Examples of behavioral responses to the specific questions
<p>5 Excellent</p> <input checked="" type="radio"/>	Demonstrated competence in a very difficult situation; requires no guidance.	<ul style="list-style-type: none"> The promise or commitment was made after careful thought, but unplanned circumstances occurred that made it difficult to keep the commitment. Recognized the dilemma and importance of finding a resolution acceptable to all. Engaged in effective problem solving to resolve the obstacles and was able to keep the commitment or promise.
<p>4 Good</p> <input type="radio"/>	Demonstrated competence in a moderately difficult situation; requires little or no guidance.	<ul style="list-style-type: none"> The promise or commitment was reasonable but may have been made without careful deliberation. Was not able to keep promise or commitment but was able to find an alternative solution that was acceptable and did not permanently damage relationships.

Add your final comments and complete the interview by selecting “Finish Interview.”





Add comments

Return and Enter your comments.

Do you recommend this candidate for hire? Yes Yes with reservations No

Comments:

Best Practices for Conducting the Interview

Environment

We recommend conducting the interview in an environment that is private and away from any distractions to help the candidate feel comfortable. The applicant will be more relaxed and will be more likely to focus on the questions by conducting the interview in a quiet setting, such as a private office or conference room.

Tools

Regardless of the number of questions that are used, be prepared to take notes on the answers that the candidate is providing for each question.

- If you are conducting the interview offline, the printed guide offers sections for notes beneath each question.
- If you are conducting the interview online, we recommend bringing note paper into the interview.





Taking notes reduces the burden to remember critical information while the candidate is responding. It is not necessary to write down exact responses from the candidate; instead capture key words or phrases that will help trigger your memory when scoring the candidate's responses.

Probes

In behavioral interviews, candidates may have difficulty describing their actions in specific situations or the outcomes of their actions. This information is critical for the accurate assessment of competencies. Probes can be used to help candidates provide adequate detail. The following probes may be useful for prompting candidates to provide details about their actions:

- How did you respond in this situation?
- What was the first thing that you did in this situation?
- What options did you consider in this situation?

The following probes may be useful for prompting candidates to provide details about the results or outcomes of the situation:

- How did this situation turn out?
- How pleased were you with the outcome of the situation?
- Is there anything you would have done differently?





Questions/Comments/Concerns?

Contact Support at Chequed.com with any questions, concerns or feedback.

Contact Us

- **Support Email:** support@chequed.com
- **Support Phone:** 888-412-0688 x 1013

