

# Sample Structured Interview Individual Rating Form

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## GENERAL COMPETENCIES:

The proficiency-level behavioral examples illustrate the types of behavior associated with each proficiency level, across the full range of HR functions. They are only examples, and candidates may demonstrate proficiency through behaviors not listed.

**Writing:** Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (e.g., facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

<b><u>Proficiency Rating (choose only one)</u></b>	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Accurately copies information from one source to another.</li> <li>• Composes basic memos and emails.</li> <li>• Completes standard forms such as training forms and travel orders.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Assists in developing training materials for managers and employees.</li> <li>• Writes responses to non-selected job applicants.</li> <li>• Writes congratulatory letter to award recipients.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Proofreads internal memos for format and grammatical, spelling, and typographical errors.</li> <li>• Prepares informational material to communicate a new leave policy to employees.</li> <li>• Prepares a flowchart of the organization's hiring process.</li> <li>• Develops recruitment materials for a job fair.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Writes a handbook for employees to describe HR procedures.</li> <li>• Prepares correspondence on a sensitive discipline case.</li> <li>• Prepares a position paper to defend a controversial HR program.</li> <li>• Prepares organization's written comments on proposed classification standards.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Writes the organization's strategic human capital plan.</li> <li>• Authors an article about the organization's innovative HR practices.</li> <li>• Develops legislative proposals to resolve critical HR issues affecting the organization's ability to achieve its mission.</li> </ul>

**Oral Communication:** Expresses information (e.g., ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (e.g., technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

<b><u>Proficiency Rating</u></b> (choose only one)	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
□ 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Explains procedures for changing a beneficiary.</li> <li>• Refers prospective applicants to organization's website.</li> <li>• Responds to customer inquiries about pay schedules.</li> </ul>
□ 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Reports on project status during weekly team meetings.</li> <li>• Explains special pay rate eligibility criteria to employees.</li> <li>• Presents information about flexible work schedules at new employee orientation.</li> <li>• Conducts exit interviews.</li> </ul>
□ 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Describes the organization's employee assistance program to groups within the HR community.</li> <li>• Presents a summary of new regulations affecting the organization's mission at a staff meeting.</li> <li>• Responds to position classification inquiries from managers who are posting vacancies.</li> <li>• Describes new HR services to managers.</li> </ul>
□ 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Facilitates focus groups to elicit feedback on proposed performance management system.</li> <li>• Presents controversial decisions about organizational restructuring to employee groups.</li> <li>• Explains complicated new pay regulations to a lay group.</li> <li>• Explains to recruiters the impact of a legal decision on application procedures.</li> </ul>
□ 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Presents controversial workforce diversity findings and recommendations to management.</li> <li>• Testifies about the organization's selection procedures at administrative proceedings.</li> <li>• Informs management of their misinterpretation of the Americans with Disabilities Act and recommends corrective action.</li> </ul>

**Problem Solving:** Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

<b>Proficiency Rating</b> (choose only one)	<b>Proficiency Level Definition</b>	<b>Proficiency Level Behavioral Examples for Typical HR Positions</b>
☐ 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Corrects simple problems with Health Benefits Election forms.</li> <li>• Identifies missing training forms from personnel files.</li> <li>• Reviews information justifying employee award nominations for completeness.</li> </ul>
☐ 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Determines the appropriate changes to employees' official personnel folders in cases of marriage or divorce.</li> <li>• Recommends options for an employee who has no accrued annual or sick leave and is adopting a child.</li> <li>• Suggests review process for vacancy announcements to improve accuracy and clarity.</li> </ul>
☐ 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Resolves classification issues by researching precedent-setting case decisions.</li> <li>• Analyzes relevant information to identify barriers preventing participation in a mentoring program.</li> <li>• Applies pay rules and regulations to resolve a pay-setting dispute for a new employee.</li> </ul>
☐ 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Integrates a variety of strategic hiring flexibilities to address recruitment and retention problems.</li> <li>• Identifies the immediate training needs of employees to address customer complaints.</li> <li>• Resolves union concerns about inconsistent performance ratings across the organization by implementing mandatory supervisory training.</li> </ul>
☐ 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Analyzes and solves complex labor-management disagreements involving vague and untested areas of case law regarding working conditions.</li> <li>• Resolves logistical problems associated with hiring several thousand employees to meet a temporary staffing need.</li> <li>• Resolves projected shortages in critical occupations by developing a comprehensive recruitment program to include outreach, mentoring, internships, and financial incentives.</li> </ul>

**Interpersonal Skills:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

<b><u>Proficiency Rating</u></b> (choose only one)	<b><u>Proficiency Level Definition</u></b>	<b><u>Proficiency Level Behavioral Examples for Typical HR Positions</u></b>
<input type="checkbox"/> 1	The candidate can apply the competency in the simplest situations. The candidate requires close and extensive guidance.	<ul style="list-style-type: none"> <li>• Greets job applicants when they arrive for interviews.</li> <li>• Works with others in the HR office to organize information materials for employee orientation sessions.</li> </ul>
<input type="checkbox"/> 2	The candidate can apply the competency in somewhat difficult situations. The candidate will require frequent guidance.	<ul style="list-style-type: none"> <li>• Offers to assist employees in resolving problems with their benefits election.</li> <li>• Works with other HR staff on a cross-functional team to improve coordination of activities.</li> <li>• Works with others to minimize disruptions to an employee working under tight deadlines.</li> </ul>
<input type="checkbox"/> 3	The candidate can apply the competency in difficult situations. The candidate may require occasional guidance.	<ul style="list-style-type: none"> <li>• Restores a working relationship between angry co-workers who have opposing views.</li> <li>• Acts courteous and tactful when confronted by an employee who is frustrated by a payroll problem.</li> <li>• Establishes cooperative working relationships with managers, so they are comfortable asking for advice on HR issues.</li> </ul>
<input type="checkbox"/> 4	The candidate can apply the competency in considerably difficult situations. The candidate requires no guidance.	<ul style="list-style-type: none"> <li>• Facilitates an open forum to discuss employee concerns regarding new compensation system.</li> <li>• Maintains contact with stakeholder groups when implementing new employee development program.</li> <li>• Builds on the ideas of others to foster cooperation during bargaining agreement negotiations.</li> <li>• Identifies and emphasizes common goals to promote cooperation between HR and line staff.</li> <li>• Identifies and alleviates sources of stress among a team developing a new automated HR system.</li> </ul>
<input type="checkbox"/> 5	The candidate can apply the competency in exceptionally difficult situations. The candidate has served as a key resource and advised others.	<ul style="list-style-type: none"> <li>• Presents shortcomings of a newly installed HR automation system in a tactful manner to irate senior management officials.</li> <li>• Explains the benefits of controversial policy changes to upset individuals at a public hearing.</li> <li>• Diffuses an emotionally charged meeting with external stakeholders by expressing empathy for their concerns.</li> </ul>

**FINAL  
RATING**

**Candidate:** \_\_\_\_\_ **Rater:** \_\_\_\_\_

<i>General Competencies:</i>	Proficiency Level
1. Writing	
2. Oral Communication	
3. Problem Solving	
4. Interpersonal Skills	

**ACTION:**

- Highly Recommended for Position
- Recommended for Position
- Not Recommended for Position

*Interviewer's Signature:* \_\_\_\_\_

*Date:* \_\_\_\_\_