

Targeted Interview Process

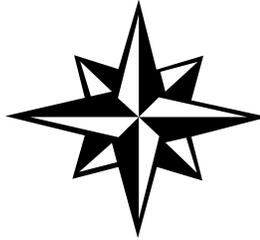
S.T.A.R.: Describe a **S**ituation that includes a **T**ask that needed to be accomplished, the **A**ction you took to accomplish the task, and the **R**esult of your action.

S – Situation

T – Task

A – Action

R – Result



Key Competencies:

- 1) **ABILITY TO LEARN** – *Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; assimilating and applying, in a timely manner, new job-related information that may vary in complexity.*
- 2) **ADAPTABILITY** – *Maintaining effectiveness in changing environments and with different technologies, people, responsibilities, and/or markets.*
- 3) **ATTENTION TO DETAIL** – *Being dissatisfied with average performance; self-imposing standards of excellence rather than having standards imposed by others. Accomplishing tasks through concern for all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks.*
- 4) **BUILDS RELATIONSHIPS/PARTNERSHIPS** – *Using appropriate interpersonal styles and communication methods to work effectively with business partners (e.g., peers, functional partners, cross-sector partners, matrixed partners, external vendors, etc.) to meet mutual goals and objectives; building networks to obtain cooperation without relying on authority.*
- 5) **COMMUNICATION** – *Expressing thoughts, feelings, and ideas effectively in individual and group situations (including nonverbal communication); presenting ideas effectively when given time for preparation (including use of visual aids); clearly expressing ideas in memoranda, letters, or reports that have appropriate organization and structure, correct grammar, and language and terminology; and adjusting language to the characteristics and needs of the audience.*
- 6) **CUSTOMER FOCUS** – *Actively seeks input from internal and/or external customers to better understand customer needs, perceptions, etc.; makes efforts to ensure that customer needs are listened to by self and other team members, thus making customer focus a driving force behind program/project activities; places high value on customer enthusiasm by exceeding customer expectations.*
- 7) **DECISION MAKING** – *Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information*

Targeted Interview Process

and that take into consideration resources, constraints, and organizational values.

- 8) **DIVERSITY** – *Creating and maintaining an environment that naturally enables all participants to contribute to their fullest potential in pursuit of organizational objectives.*
- 9) **FUNCTIONAL EXPERTISE / PROFESSIONAL KNOWLEDGE** – *Demonstrates a satisfactory level of technical and professional skills in job-related areas; keeps abreast of current product developments and trends in areas of expertise; knows where to get in-depth expertise on specific technical areas.*
- 10) **INITIATIVE** – *Asserting one's influence over events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive.*
- 11) **MANAGING THE JOB / PROJECTS** – *Establishing a course of action to accomplish completion of the job and projects; managing and planning proper self/personal assignments along with priority goals and requirements, and areas of opportunity; appropriate allocation of resources; developing contingency plans.*
- 12) **MOTIVATIONAL FIT / MOTIVATIONAL PATTERN** – *The extent to which the key demands of the job are consistent with those demands of a job that the individual finds satisfying and motivating.*
- 13) **PROBLEM ANALYSIS** – *Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.*
- 14) **RESULTS ORIENTATION** – *Indicates through actions and decisions a sense of importance to get the job done; focuses on the most important things; demonstrates an impatience with obstacles and lack of movement; takes actions to overcome obstacles and seek solutions.*
- 15) **TEAMWORK** – *Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behaviors on others.*