



Department of Veterans Affairs Structured Interview for

Candidate Name	_____
Interviewer	_____
Date	_____
Interview Location	_____
Interview Start Time	_____
Interview End Time	_____

Background Form

Interviewer Name: _____

Interviewer Job Title: _____

Number of Years in Current Job: _____

Interviewer Race:*

Interviewer Sex:*

Interviewer National Origin:*

Which of the following best describes your level of expertise in the subject position? (circle one)

- a. I have performed the work of the subject position for at least 6 months
- b. I have supervised the work of the subject position for at least 6 months
- c. I do not perform this work or supervise the subject position, but I have significant knowledge of its duties and responsibilities due to other factors (e.g., I have served as a trainer for this position.)

* PRIVACY ACT INFORMATION

GENERAL

This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals completing Federal records and forms that solicit personal information.

AUTHORITY

Section 1302, 3301, 3304, and 7201 of Title 5 of the U.S. Code.

PURPOSE AND ROUTINE USES

The biographical information from this questionnaire will be used for research purposes only to examine crucial issues in the areas of recruitment, training, and selection. Your responses will be used for this research effort only and will not be disclosed for any other purpose.

EFFECTS OF NONDISCLOSURE

Providing race and gender information is voluntary.

SECURITY AGREEMENT ON THE CONTROL OF TEST MATERIALS

The U.S. Department of Veterans Affairs requests your cooperation in preserving the confidential nature of the Structured Interview materials.

The following controls are suggested:

1. Make no copies of interview questions or interview booklets other than those needed for a given structured interview.
3. Keep all materials pertaining to the structured interview under lock and key when they are not actually in use.
4. Permit no one who is not a member of the interview panel, or HR personnel integral to the structured interview process, to have access to structured interview materials.
5. Avoid discussing the content of the structured interview, in such a way as to identify interview questions, with individuals other than interview panel members.
6. Be careful to avoid inadvertently giving an undue advantage to persons whom you supervise, teach, or merely talk to, and who may take the structured interview.
7. Except for necessary clearances, avoid disclosure of the fact that you have access to structured interview.

Please notify Human Resources if circumstances either within or beyond your control cause you to have any doubts as to whether the confidential nature of the interview materials has been maintained.

Signature: _____

Printed Name: _____

Organization: _____

Date: _____

The Interview Setting

- The interview should take place in a comfortable environment. Ensure that there is sufficient light, the temperature is comfortable, etc.
- The interview should be held in a quiet, non-threatening, and private place.
- Seating arrangements should be the same for all candidates.
- The interview room and facilities must be accessible to candidates with disabilities.
- There should be a separate area for those waiting to be interviewed.
- Individuals who have been interviewed should not be allowed to communicate with those waiting to be interviewed.
- Interviews should be scheduled far enough in advance to provide adequate preparation time for the interviewer.
- All candidates should be allotted the same amount of interview time.

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General Interviewing Tips

- You MUST ask all leads
- Ask all probes. Probes may only be skipped if the candidate has provided the information covered in the probe in his/her answer to the lead question or another probe
- It is possible to probe candidates for information beyond the existing probes, but this should be in response to the candidate's answers, not a desire to ask probes not included in the interview; avoid unrelated tangents. Remember, the goal of a structured interview is to allow all candidates the opportunity to provide information on the same set of competencies that were determined to be critical to successful performance in the job.
 - Examples of acceptable and unacceptable probing questions:
 - Acceptable – “You mentioned that you have experience working on cross-functional work teams. Can you tell me a little more about that?”
 - Unacceptable – “You mentioned that you have experience working on cross-functional work teams. That’s great – have you ever supervised union employees?”
- Avoid giving the candidate feedback on responses, such as “good answer.” The other panel members might not have felt the same way, and this could give a candidate a distorted view of their performance in the interview.
- The interview panel should meet before the interview to discuss the benchmarks. This will help the panel “calibrate” themselves so that they rate candidates more consistently.
- Take careful notes. Your memory is not as good as you think. Writing things down will allow you to score candidate responses more quickly and easily, as well as provide the necessary documentation for the scores you assign.
- Make no ratings while a candidate is responding. Do not assign a candidate any scores, not even preliminary ratings, until the entire interview is complete.
- Panel members may rotate asking lead questions, if desired.
- Candidates are permitted to bring supplemental documents to the interview (e.g., references, transcripts, or a resume). However, this information is for the *candidate's reference only* and should not be looked at by the interview panel during the interview.

Opening the Interview

The interview panel should use the following as a checklist for “opening” the interview. This will help ensure that all candidates have a consistent experience with the interview.

- ✓ Welcome the candidate.
- ✓ Offer the candidate a pen/pencil and a pad of paper to assist them in organizing their thoughts during the interview, if desired.
- ✓ Introduce the interview panel members, and let the candidate know their job titles and job functions
- ✓ Briefly describe the job and its major responsibilities.
- ✓ Explain what to do if the interviewee knows one or more of the panel members, or if any the panel members know the candidate. If this is the case, tell the candidate, **“You should answer the interview questions as though no one here is familiar with your work. There interview panel will not ‘fill in’ any information you choose not to provide. Your score will be determined solely on the basis on the oral response that you provide to each interview question.”**
- ✓ Explain the structured nature of the interview. Tell the candidate **“This interview is what is known as a ‘structured’ interview. In a structured interview, all candidates are asked the same set of questions and are scored against the same set of previously established criteria.”**
- ✓ Explain that the candidate does not have to begin responding immediately. Tell the candidate, **“You do not need to begin responding immediately after hearing the interview questions. If you wish, you may take some time to compose your thoughts before you respond.”**
- ✓ Explain that candidate may “skip and come back to” each question once. Tell the candidate, **“If you wish, you may ‘skip’ a question and come back to it later. There is no penalty if you choose to skip a question and come back to it later. However, you can only skip a question once, and you must eventually answer all interview questions.”**
- ✓ Explain that the interview panel will be taking notes. Tell the candidate, **“The interview panel will be taking notes throughout the interview, so you should not expect the level of eye contact that you would normally expect for an interview. Taking notes will help the interview panel remember what you say.”**
- ✓ Emphasize the confidential nature of the interview. Tell the candidate, **“Your responses to the interview questions are considered confidential, and will not be discussed outside the interview room. For your part, the interview questions themselves are considered confidential information, and you should not repeat or discuss them once you leave the interview room. Additionally, you will not be able to take with you any notes that you might have made during the interview.”**
- ✓ Ask the candidate if he/she has any questions before beginning the interview. Answer any questions to the best of your ability, then proceed to the first interview question.

COMPETENCY 1: Financial Management

Prepares, justifies and/or administers the budget for program areas; plans, administers and monitors expenditures to ensure cost effective support of programs and policies; assesses financial condition of an organization.

Question 1: Explain how you have administered and/or monitored a budget.

- a) What was the situation? How involved were you with management’s decisions on budgeting?
- b) What specific actions did you independently perform?
- c) Describe any analyses you conducted regarding the budget and what were the results of those analyses?

Proficiency Level	Behavioral Examples
<p style="text-align: center;">Highest Qualifications</p> <p style="text-align: center;">5</p> <p>The candidate has applied the KSA regularly and in exceptionally difficult situations. Candidate has served as a key resource or expert and has advised others.</p>	<ul style="list-style-type: none"> • Describes a large-scale (agency or organization) budget plan involving highly complex budget administration (i.e., multiple different program areas, history of budget challenges, and/or long-term planning and consolidation). • Briefs management on budget review results, makes formal recommendations, and identify trends which directly affected decisions. • Fully articulates tangible (specific) actions he/she independently performed including most of the following: • Reviewed budget estimates for accuracy before submission to management. • Prepares annual operating plan submissions for an entire office or organization. • Reviews and approves requests for resources and other expenses to determine whether they were within budget. • Reviews operating plans to agency-consolidated budget. • Analyzes, interprets, and incorporates legislation, appropriation, and other federal guidelines to administer budget. • Analyzes any budget problem areas and articulated specific solutions or plans to address areas of concern. • Results of analyses affected management decisions and/or directly changed policies and procedures (i.e., new approaches and/or policies were adopted because of the results).
4	
<p style="text-align: center;">Advanced Qualifications</p>	<ul style="list-style-type: none"> • Describes a medium-scale (office or small organization) budget plan involving moderately complex budget administration (i.e., a few different program areas, long-term planning or consolidation).

<p style="text-align: center;">3</p> <p>The candidate has applied the KSA in considerably difficult or advanced situations. Occasionally consults with others for advice.</p>	<ul style="list-style-type: none"> • Prepares materials such as reports for management review, suggests recommendations or improvements. • Articulates specific steps he/she performed, may have consulted with others, including several of the following: • Reviews budget estimates for accuracy before submission to management. • Prepares annual operating plan submissions for an entire office or organization. • Reviews and approved requests for resources and other expenses to determine whether they were within budget. • Reviews operating plans to agency-consolidated budget. • Analyzes and interprets legislation, appropriation, and other federal guidelines to assist in administering budget. • Results of analyses indirectly affected management decisions and/or directly changed policies and procedures (i.e., modified approaches and/or policies were changed because of the results).
<p>2</p>	
<p style="text-align: center;">1</p> <p>Intermediate Qualifications</p> <p>The candidate has applied the KSA in moderately complex situations. Requires occasional guidance and/or the work was not performed independently.</p>	<ul style="list-style-type: none"> • Describes a small-scale budget plan involving common or routine budget administration (one program area or office to focus on, standard office budget, limited problems). • Assists in the preparation of materials for management review. • Describes limited or unspecific steps he/she performed, and/or appears to have worked with others on at least one of the following: • Reviews budget estimates for accuracy before submission to management. • Prepares annual operating plan submissions for an office or program area. • Researches legislation, appropriation, and other federal guidelines to assist in administering the budget. • Results of analyses were limited and/or inconclusive; or, did not have any effect on management decisions.

Notes:

Question 2: Describe in detail specific analyses you have conducted related to budget.

- a) What were the objectives of each analysis?
- b) What specific actions did you perform to complete the analyses?
- c) What were the results?

Proficiency Level	Behavioral Examples
<p style="text-align: center;">Highest Qualifications</p> <p style="text-align: center;">5</p> <p>The candidate has applied the KSA regularly and in exceptionally difficult situations. Candidate has served as a key resource or expert and has advised others.</p>	<ul style="list-style-type: none"> • Candidate clearly outlines specific objectives; provides thorough background information on why each analysis was conducted. • Analyzes financial data to develop budget estimates. • Analyzes financial data to ensure consistency with agency objectives and mission goals (e.g., proper staffing and resources requirements). • Analyzes the execution of a budget with many different sources and types of funding (e.g., direct multi-year appropriations, transfers of funds, reimbursements for services). • Analyzes trends in the receipt, obligation of expenditure of funds, to ensure that objectives of the annual and multi-year financial plan are being met. • Analyzes data to forecast trends in resource and/or program requirements. • Conducts cost comparison analyses for particular projects or program areas to ensure organization is saving money and/or within budget. • Reviews and analyzed actual versus planned spending to ensure adherence to agency guidelines and program objectives. • Demonstrated success with results leading to tangible budget improvements and resource allocations. • Recommends changes to policies and/or procedures to management based on analyses which were implemented and demonstrated proven success.
<p>4</p>	
<p style="text-align: center;">Advanced Qualifications</p> <p style="text-align: center;">3</p> <p>The candidate has applied the KSA in considerably difficult or advanced situations. Occasionally consults with others for advice.</p>	<ul style="list-style-type: none"> • Candidate outlines specific objectives; provides background information to each analysis. • Analyzes financial data to develop budget estimates. • Analyzes financial data to ensure consistency with organizational objectives and missions. • Analyzes the execution of a budget with a few different sources of funding. • Analyzes trends in expenditures of funds to ensure objectives of the annual financial plan are being met. • Conduct cost comparison analyses for resources for programs. • Reviews and compares actual versus planned spending for the office or program; addresses discrepancies. • Demonstrated success with results influencing budget changes or

	<p>resource allocations.</p> <ul style="list-style-type: none"> • Suggests changes to management on procedures or work projects based on results of analyses; implemented changes were successful and/or ongoing.
<p>2</p>	
<p>Intermediate Qualifications</p> <p style="text-align: center;">1</p> <p>The candidate has applied the KSA in moderately complex situations. Requires occasional guidance and/or the work was not performed independently.</p>	<ul style="list-style-type: none"> • Candidate provides some objectives; limited background on analyses. • Reviews data to assist in the development of budget estimates. • Reviews data to ensure consistency with office objectives. • Assists in the analyses for budget execution. • Assists in analyzing trends in expenditures of funds for the office. • Assists in conducting cost comparison analyses of resources for projects. • Reviews planned versus actual office spending, notifies appropriate individuals of any discrepancies. • Limited discussion on results of analyses, either he/she was unclear or candidate did not have responsibility for implementing results and/or suggestions were made informally.

Notes:

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COMPETENCY 2: Accountability

Demonstrated reliability ensuring projects within areas of specific responsibility are completed in a timely manner and within budget; monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

- Question 3:** How have you ensured that responsible individuals (program managers, employees, etc.) adhere to budget plans and requirements? If you haven't, how would you?
- a) How have you ensured accountability?
 - b) What steps or measures did you take?
 - c) If you've been responsible for this in the past, were you successful? What would you have done differently?

Proficiency Level	Behavioral Examples
<p>Highest Qualifications</p> <p>5</p> <p>The candidate has applied the KSA regularly and in exceptionally difficult situations. Candidate has served as a key resource or expert and has advised others.</p>	<ul style="list-style-type: none"> • Describes extensive experience ensuring adherence to budget plans and requirements. • Outlines clear and specific steps or implemented measures or controls to ensure accountability to budget plans, such as audits, reviews, and/or enforcing policies. • Approves budget requests submitted by managers to ensure they conform with various department and external requirements. • Reviews requests for resources to determine whether they are in budget; if not, offers feasible alternatives. • Implements controls and measures to identify accounting errors and reconciles accounts or other financial records. • Implements the budget management policy for the agency's chief financial officer. • Reviews funding requests to determine the reasonableness of the request and to advise on appropriate sources of funding to be used; takes corrective action if they are not. • Provides clear guidance on appropriate funding sources and use of resources. • Established new and improved procedures to evaluate adherence to controls and improve accountability. • Describes specific alternatives or different methods he/she would use if done differently.
<p>4</p>	
<p>Advanced Qualifications</p> <p>3</p>	<ul style="list-style-type: none"> • Describes experience ensuring adherence to budget plans and requirements. • Outlines steps or implemented measures or controls to ensure accountability to budget plans. • Edits budget requests submitted by managers to ensure they

<p>The candidate has applied the KSA in considerably difficult or advanced situations. Occasionally consults with others for advice.</p>	<p>conform with various departmental or organizational requirements.</p> <ul style="list-style-type: none"> • Reviews requests for resources to determine whether they are within budget. • Identifies accounting errors and reconciles accounts or other financial records. • Reviews funding requests to determine reasonableness of requests and to ensure appropriate sources of funding are used; takes corrective action if they are not. • Modifies procedures to evaluate and improve adherence to controls and improve accountability. • Describes possible alternatives or different methods he/she would use if done differently.
<p>2</p>	
<p>Intermediate Qualifications</p> <p style="text-align: center;">1</p> <p>The candidate has applied the KSA in moderately complex situations. Requires occasional guidance and/or the work was not performed independently.</p>	<ul style="list-style-type: none"> • Provides some insight to ensure adherence to budget plans and requirements. • Provides some steps or actions regarding measures or controls to ensure accountability to budget plans. • Assists in budget request reviews. • Assists in reviewing funding requests to determine if appropriate sources of funding are used; identifies the appropriate party if they are not. • May have had limited success or opportunity to ensure adherence to budget plans or requirements. • Suggests modifications to improve adherence to controls. • Offers limited possible alternatives or methods he/she would have done differently.

Notes:

COMPETENCY 3: Computer Skills

A practical knowledge of the use of personal computers to include the ability to use a spreadsheet program, a word processing program, and graphics presentation program; ability to use data software to input data and extract reports; ability to use a financial management system, Excel and PowerPoint.

Question 4: Describe your experience in budget reporting.

- a) What specific software or programs did you use?
- b) What was your role in reporting?
- c) Have you provided any recommendations related to reporting or related technology? If so what were they and what were the results?

Proficiency Level	Behavioral Examples
<p style="text-align: center;">Highest Qualifications</p> <p style="text-align: center;">5</p> <p>The candidate has applied the KSA regularly and in exceptionally difficult situations. Candidate has served as a key resource or expert and has advised others.</p>	<ul style="list-style-type: none"> • Creates reports covering the status of funds, expenses, and budgets using data software, Excel, PowerPoint, etc. • Extensive experience using computer systems or applications to pull and analyze data to track expenditures for the agency or organization. • Present to top management on budget justifications, persuading them regarding resources; presents information clearly on presentations (using graphs, valid data, etc.) • Performs technical and research tasks for data collection and preparation of budget reports. • Develops automated system formulas to calculate costs. • Uses program knowledge to streamline nationwide data collection processes and increase output. • Develops justification and impact statements; compiles data to be used in forecasting. • Makes formal recommendations for adjusting program resources for the agency to senior officials; recommendations were accepted with successful implementation. • Recommends agency budget or financial proposals to staff and stakeholders.
<p style="text-align: center;">4</p> <p style="text-align: center;">Advanced Qualifications</p> <p style="text-align: center;">3</p> <p>The candidate has applied the KSA in considerably difficult or advanced situations. Occasionally consults with others</p>	<ul style="list-style-type: none"> • Creates reports covering the status of funds, expenses, and budgets using data software, Excel, PowerPoint, etc. • Demonstrated experience using computer systems or applications to pull and analyze data to track expenditures for the organization or office. • Presents on budget justifications, persuading them regarding resources; presents information clearly on presentations (using graphs, valid data, etc.) • Performs technical and research tasks for data collection and

Series and Grade: GS-560-14 Budget Analyst - SAMPLE

<p>for advice.</p>	<p>preparation of budget reports.</p> <ul style="list-style-type: none"> • Develops justification and impact statements; compiles data to be used in forecasting. • Recommends adjustments to program resources to senior officials; recommendations were usually accepted. • Explains agency or organizational budget or financial proposals to staff and management.
<p>2</p>	
<p>Intermediate Qualifications</p> <p align="center">1</p> <p>The candidate has applied the KSA in moderately complex situations. Requires occasional guidance and/or the work was not performed independently.</p>	<ul style="list-style-type: none"> • Assists in the creation of reports related to budget using Excel, PowerPoint, etc. • Experience using computer systems and applications to pull and analyze data; my not necessarily be related to budget. • Presents information clearly on presentations (using graphs, valid data, etc.) • Compiles data to be used in forecasting. • Suggests adjustments to program resources to supervisors. • Explains organizational or office budget or financial proposals to staff and management.

Notes:

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COMPETENCY 4: Administrative Management

Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

Question 5: Describe your experience coordinating and allocating resources to program managers (or applicable persons).

- a) Talk us through the situation—did the managers have to adjust program goals or resources?
- b) How did you coordinate any changes in funds or resources with program managers?
- c) How do you think the process went? Would you have done anything differently?

Proficiency Level	Behavioral Examples
<p style="text-align: center;">Highest Qualifications</p> <p style="text-align: center;">5</p> <p>The candidate has applied the KSA regularly and in exceptionally difficult situations. Candidate has served as a key resource or expert and has advised others.</p>	<ul style="list-style-type: none"> • Candidate describes a situation where complex and far reaching budget changes impacted multiple program area requirements. • Candidate responsible for coordinating and facilitating all changes in funds and resources with program managers. • Describes a collaborative positive approach facilitating cross functional program areas. • Process went smoothly, candidate offers concrete examples of well-received resource allocations; if not offers specific recommendations to alternative approaches if faced with a similar situation. • As part of resource allocation duties, candidate responsible for all of the following: <ul style="list-style-type: none"> • Identifying funding sources for long-term and changing program plans. • Prepares allotments of funds for distribution to program managers. • Addresses and persuades managers on costs and benefits of alternative program plans or resources.
4	
<p style="text-align: center;">Advanced Qualifications</p> <p style="text-align: center;">3</p> <p>The candidate has applied the KSA in considerably difficult or advanced situations. Occasionally consults with others for advice.</p>	<ul style="list-style-type: none"> • Candidate describes an instance where complex and broad organizational changes impacted program area requirements. • Candidate responsible for coordinating and facilitating all changes in funds and resources with program managers. • Describes a collaborative approach facilitating cross functional program areas. • Process went mainly smoothly, candidate offers examples of mostly well-received resource allocations; if not offers suggestions to alternative approaches if faced with a similar situation.

	<ul style="list-style-type: none"> • As part of resource allocation duties, candidate responsible for most of the following: • Identifying funding sources for long-term program plans. • Prepares allotments of funds for distribution to program managers. • Explains to managers the costs and benefits of alternative program plans or resources.
<p>2</p>	
<p>Intermediate Qualifications</p> <p style="text-align: center;">1</p> <p>The candidate has applied the KSA in moderately complex situations. Requires occasional guidance and/or the work was not performed independently.</p>	<ul style="list-style-type: none"> • Candidate describes an instance where routine or limited (not broad) organizational or office changes impacted program requirements. • Candidate worked with others to coordinate any changes in funds and resources with program managers. • Candidate offers examples of neutral reactions to resource allocations; if not offers limited suggestions for alternative approaches. • As part of resource allocation duties, candidate has experience doing at least one of the following (if at all): • Research funding sources for long-term program plans. • Participates in the preparation of allotments of funds for distribution to program managers. • Explains to supervisor or staff the costs and benefits of alternative program plans or resources.

Notes:

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Closing the Interview

Read the following: **“This concludes the structured oral interview. The panel will review your responses against the previously established scoring guidelines in order to score your response. For that reason, we are unable to provide any feedback on your results at this time.”**

- ✓ Check back over your notes and ensure that the candidate has been asked all lead questions and probes, and that no further clarification of his/her responses is needed.
- ✓ Ask the candidate if he/she has anything further to add to their response.
- ✓ Ask the candidate if he/she has any questions about the job or work environment.
- ✓ Thank the candidate, and inform him/her of when a selection decision may be made (if known)
- ✓ Escort the candidate out.

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General Tips on Scoring

The Benchmarks in the various scoring categories (i.e., Highest, Advanced, Intermediate) are intended only as guidelines. Candidates will say and do things that are not captured in the benchmarks; when this occurs, interview panel members should compare the candidate's behavior to the behaviors that comprise the various rating categories and determine where the candidate's behavior best "fits." Panel members should then write in the behavior in the benchmarks in the appropriate category. This will facilitate the consensus discussion.

Any benchmarks that panel members write in should be observable and behavioral. Statements such as "this is a great candidate," or "the candidate didn't know what he was talking about" are not observable and behavioral. Statements such as "the candidate stated that she has served as a youth counselor," or "the candidate said he had a fear of public speaking" are behavioral and observable.

When determining a candidate's score for a given competency question, consider the entirety of the candidate's respond to the question. **Determining a candidate's score is not as simple as counting the benchmarks that apply to the candidate in the various performance categories and taking a "majority rules" approach. All benchmarks may not be of equal importance or value. It is your responsibility as the interview panel to discuss the benchmarks beforehand and determine the extent to which the various benchmarks will affect candidates' scores. You must also consider the quality and importance of any benchmarks the panel "writes in" about a candidate's performance.**

Preliminary Rating

Preliminary ratings must be made by the individual interview panel members before the consensus discussion can take place. Each panel member should carefully compare the notes that he/she took for each competency question to the benchmarks for that question, and decide what score the candidate should receive (1-5). The numerical score associated with the rating category should then be entered next to the appropriate question number below. Preliminary ratings should be made by individual panel members. **There should be no discussion of the candidate’s performance until all panel members have completed their preliminary ratings.**

Panel members may take into account behaviors the candidate displayed that are not covered in the benchmarks. However, any such behaviors should be documented in the notes and “written in” on the benchmark page in order to facilitate the consensus discussion that will take place later.

Preliminary Ratings	
1.	
2.	
3.	
4.	
5.	

Consensus Rating

Consensus ratings are made after the panel has discussed their preliminary ratings for each competency question for each other. The panel must come to an agreement on the competency score for each competency question (1-5). Do not use decimal points or other notations, modifiers, etc; record only whole numbers. If all of the individual question ratings are within one point, enter the majority score for each question under the “Final Rating” column.

In order to reach a consensus, panel members should discuss their preliminary ratings for each competency. When panel members’ scores differ by more than one point for a competency, the panel should discuss what behaviors the candidate performed in order to obtain that particular score. Refer back to the benchmarks to identify the behaviors that the candidate performed, or failed to perform. If a panel member wrote in a benchmark, he/she should share that benchmark with the other panel members, discuss why he/she included it in their ratings, and describe how it affected the candidate’s score. The panel chair or designated interview coordinator should take notes on the consensus discussion and attach them to the consensus form. Interview panel members changing ratings for a particular question after the consensus discussion should initial any changes.

Question	Individual Ratings			Final Group Rating
1.				
2.				
3.				
4.				
5.				

Consensus Discussion Notes:

Overall Rating

Having reached consensus on the ratings for the competency questions, the panel must assign the candidate a total overall score by summing each question's final rating. Do not use decimal points or other notations, modifiers, etc; record only whole numbers.

Overall Score	
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By signing below, I assert that as a member of the interview panel for this position, I agree with the Overall Rating above.

Interviewer's signature:

Date:

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Document the Interview Process

Document the following in USA Staffing:

- Date, time, place, and length of the interview
- Name, job title, race, national origin, and sex of the interviewers
- Interview questions, benchmarks, scores, and notes for each candidate
- Notations regarding training provided to the interviewer
- Interview guides, rating scales, and other materials used
- Store the paper copies of the interview materials according to your facility's policies and procedures. However, this storage must be in a secure location (i.e., the materials are considered confidential test material and must therefore be kept under lock and key.)