

Behavioral Hiring Practices Finding the Right Fit

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If you could be anyone
else, besides yourself,
who would you be?

Behavioral Interviewing



- Evaluate a candidate's experiences and behaviors in order to determine their potential for success
- Past performance is the best predictor of future behavior
- Structured open-ended questions that elicit detailed responses
- Probing for depth into specific behaviors to determine character

The STAR Method



SITUATION (background information)

TASK (what you were working toward)

ACTION (how you did it)

RESULT (what the outcome was)

Behavioral Interview Typical Questions



“Tell me about a time when...”

“Give me a specific example of a circumstance when...”

“Describe a situation when you...”

“Tell me how you would approach a problem...”



That's great, but...

CVFD Finding the Right Fit



- Behavioral interviewing with a twist
- Expanded beyond KSAs
- “Turned upside down”- hard skills vs. soft skills
- Engaging conversations

What We Were Doing



- Hard skills focused
- “Canned” questions
- Mainly fire related
- Retention issues

What We Are Looking For



- Interpersonal skills
- Service oriented
- Self-motivated
- Servant's heart
- Big picture/future thinker
- Enthusiastic
- Like valued
- Sense of humor
- Adaptability
- Approachable
- Integrity
- Resourceful
- Calm under pressure
- Team player
- Innovative
- Communicates well

What We Are Doing Now



- Interview panel - “the right people”
- Preparing the panel
- Preparing the candidate
- The right questions
- Probing follow-up questions

Example FF/PM Questions



“What are you most proud of? Ashamed of?”

“Describe three values that you live out in your daily life.”

“Describe the types of patients that you enjoy and which patients bother or annoy you.”

“Describe how you go above and beyond to serve your current organization and/or the community.”

“Please tell us about a significant event in your life and how that experience shaped your character.”

Example Internal Promotional Questions



“What are you known for at Chino Valley Fire; both positive and negative? What would you like to be remembered for?”

“It can be said that leadership is influence. What is your influence in the District and what is the source/foundation of that influence?”

“What do you think will be your greatest hurdle to overcome with your current peers, when/if you become their supervisor?”

Results



- Candidate insight
- Enjoyable conversations
- Feedback
 - Candidate
 - Internal
 - Other agencies
- Right fit - goes both ways
- Retention



Questions....?