

Competency-Based Behavioral Interview Template

What it does:

The template focuses on the four competencies CEB Information Risk has identified as being disproportionately responsible for high performance in the security function: Business Results Orientation, Decision-Making, Influence, and Organizational Awareness.

Use this tool to help hiring managers identify job candidates proficient in the competencies required for high performance in the security function. Conduct a one-on-one session with hiring managers, walk them through this template and help them in filling it out.

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Instructions:

1. Prior to the Interview:

- a. **Fill out Contextual Information:** Read through and fill out the first page of the template.
- b. **Identify Competencies for Evaluation:** Identify two to three competencies to evaluate during the interview to conserve time. If desired, managers may also choose to fill out competencies particularly important to their specific security function or organization in the empty template provided at the end.
- c. **Choose Questions to Ask:** Choose one to two questions to ask per competency from the list provided in the template.

2. During the Interview:

- a. **Ask for the Circumstance, Action, and Result:** To ensure a well-rounded view of the candidate's proficiency at the competency is captured, be sure to ask follow up questions concerning each element of the narrative.
- b. **Note Success Behaviors and Competency Proficiency:** Mark off the success behaviors the candidate demonstrates and notes on the strengths and weaknesses of their responses.

3. After the Interview:

- a. **Reflect and add any Final Notes:** Be sure to mark any final comments or thoughts immediately after the interview, when memory of the discussion is still fresh.
- b. **Discuss and Deliberate Results with Co-Interviewers:** Incorporating multiple opinions ensures a more well-rounded process.

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Contextual Information			
Hiring Manager Name:		Candidate Name:	
Interview Date:		Position Title:	
Information Regarding the Opportunity			
Take time during the interview to fully describe the position and the organization, allowing the candidate to ask questions as needed.			
Information to Provide Candidate		Notes on Candidate Response	
<ul style="list-style-type: none">• Organizational culture• Day-to-day experiences of the job• Rewards of the job• Development and future career opportunities• Roles the position will interact with			
Resume Review			
Prior to the interview, review the candidate's resume and document questions regarding the candidate's experience and skills that you would like to clarify or discuss (e.g., reasons for leaving past jobs, gaps in employment experience, technical skills, promotions earned, leadership opportunities).			
Question		Notes on Candidate Response	

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Competency-Based Behavioral Interview Template for Information Security		
Business Results Orientation		
<ul style="list-style-type: none">Seeks to understand the business needs and deliver prompt, efficient, quality service to the business.Works to anticipate, identify, and meet end-user needs.Drives toward results and ensures high-quality standards are met.		
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked		
Can you tell me about a time when you did something outside of the routine activities assigned to you for the benefit of an internal security customer or business partner? How did your action advance business goals?	<input type="checkbox"/>	
Tell me about a recent situation in which you had to deal with an upset or unhappy security customer or business partner. What steps did you take to remediate the situation?	<input type="checkbox"/>	
Can you tell me about a time when you initiated an interaction with a security customer or business partner in order to learn more about their needs and priorities? What did you learn? How did it change your perspective?	<input type="checkbox"/>	
Give me an example of a time you had to tell a security customer or business partner “no.” What were the reasons you had to turn down the request? How did you attempt to resolve the situation?	<input type="checkbox"/>	
[Fill in a different question]	<input type="checkbox"/>	
Interview Notes		
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 		
What to Look For: Success Behaviors		
<p>Candidate strives to strike an appropriate balance between policies and priorities and business goals.</p> <p><input type="checkbox"/> Candidate understands the role in supporting business goals and considers business priorities when undertaking daily and long-term tasks.</p> <p><input type="checkbox"/> Candidate demonstrates an eagerness to accommodate customer needs while being cautious not to promise more than they can deliver and appropriately challenging customer assumptions.</p>		
What You Think...		
<input type="checkbox"/> Does Not Meet Requirements	<input type="checkbox"/> Fully Meets Requirements	<input type="checkbox"/> Exceeds

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Why? (Brief comment linking candidate responses to your overall rating on this competency.)

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Decision-Making	
<ul style="list-style-type: none"> Considers the relative costs and benefits of potential actions to choose the most appropriate one. Acts decisively and swiftly. Identifies problems and drives toward solutions. Takes on responsible roles and accountability for outcomes even when things go wrong. Is comfortable making difficult decisions. 	
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked	
Think about a time when there were a number of different choices or directions you could choose to solve a problem or approach a project at work. What process did you follow to make a decision about which direction to take?	<input type="checkbox"/>
Give me an example of a decision you made on the job that you later regretted. What was the decision? What did you learn from the experience?	<input type="checkbox"/>
Describe a situation in which you thought you had solved a problem, only to have it resurface later. How did you approach the problem differently when it resurfaced? What did you learn that you applied to decisions?	<input type="checkbox"/>
Tell me about a time when you had to make a difficult decision very quickly. What conclusion did you reach, and how did you reach it? Do you think you made the right choice?	<input type="checkbox"/>
Fill in a different question]	<input type="checkbox"/>
Interview Notes	
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 	
What to Look For: Success Behaviors	
<input type="checkbox"/> Candidate uses a well-reasoned process to approach difficult decisions. <input type="checkbox"/> Candidate is able to make difficult decisions amid conflicting or competing opinions from various stakeholders. <input type="checkbox"/> Candidate able to describe and support decisions he or she has made.	
What You Think...	
<input type="checkbox"/> Does Not Meet Requirements <input type="checkbox"/> Fully Meets Requirements <input type="checkbox"/> Exceeds Requirements	
Why? (Brief comment linking candidate responses to your overall rating on this competency.)	

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Organizational Awareness	
<ul style="list-style-type: none">▪ Understands and works in line with the organization's mission, operations, structure, and goals.▪ Understands informal structures and processes of the organization.▪ Understands organization-level implications of his or her day-to-day decisions.▪	
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked	
What do you feel are the role and purpose of information security within an organization?	<input type="checkbox"/>
Tell me about an instance in which you provided advice or guidance to a your customer or business partner that you later found out was rejected. Why do you think your advice was ignored? What organizational or business considerations do you think contributed to the decision to take a different direction?	<input type="checkbox"/>
Tell me about a time that you initiated a project or other action that benefitted your organization beyond the security function. What was the action? Why did you decide to initiate it?	<input type="checkbox"/>
To the best of your ability, describe what our organization does and what you think makes it unique. Where do you think the biggest challenges lie for this organization?	<input type="checkbox"/>
[Fill in a different question]	<input type="checkbox"/>
Interview Notes	
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 	
What to Look For: Success Behaviors	
<ul style="list-style-type: none"><input type="checkbox"/> Candidate understands information the role within the broader organization and its place in advancing organizational goals.<input type="checkbox"/> Candidate demonstrates an interest in and understanding the goals, structure, and business realities of the organizations for which they've worked.<input type="checkbox"/> Candidate is able to describe times when they've operated within specific organizational realities or constraints to achieve a goal.	

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What You Think...		
<input type="checkbox"/> Does Not Meet Requirements Requirements	<input type="checkbox"/> Fully Meets Requirements	<input type="checkbox"/> Exceeds
Why? (Brief comment linking candidate responses to your overall rating on this competency.)		
<div></div>		

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Influence	
<ul style="list-style-type: none"> Applies different strategies to convince others to change their opinion or plan, and wins support from others for ideas. Is able to build support with peers without direct lines of reporting across a matrixed organization. 	
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked	
Describe a situation in which you convinced a business unit leader to take ownership for a risk-based decision. How did you persuade him or her to take ownership? What challenges did you encounter, and how did you overcome them?	<input type="checkbox"/>
Tell me about a time at work when you needed to influence multiple stakeholders—for example a boss and a customer— who had differing opinions on the matter at hand. How did you approach the situation? Were you successful?	<input type="checkbox"/>
Describe a project or idea that was implemented or carried out successfully primarily because of your efforts.	<input type="checkbox"/>
Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way. How were you able to maintain others' confidence in your point of view?	<input type="checkbox"/>
Give me an example of a time when you felt you led by example. Were you assertive? How did others react?	<input type="checkbox"/>
[Fill in a different question]	<input type="checkbox"/>
Interview Notes	
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 	
What to Look For: Success Behaviors	
<p>Candidate shows an awareness of where their individual skills and abilities work best.</p> <p><input type="checkbox"/> Candidate is able to describe how his or her skill set has assisted in reaching a goal or completing a project in a team environment.</p> <p><input type="checkbox"/> Candidate is able to gain the support and trust of peers, superiors, external stakeholders—including security customers/ business partners.</p>	
What You Think...	
<input type="checkbox"/> Does Not Meet Requirements	<input type="checkbox"/> Fully Meets Requirements <input type="checkbox"/> Exceeds
Why? (Brief comment linking candidate responses to your overall rating on this competency.)	

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[Fill the required competency]	
<ul style="list-style-type: none">▪ [Competency Attribute]▪ [Competency Attribute]▪ [Competency Attribute]	
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked	
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
Interview Notes	
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 	
What to Look For: Success Behaviors	
<input type="checkbox"/> [Fill in success behavior]	
<input type="checkbox"/> [Fill in success behavior]	
<input type="checkbox"/> [Fill in success behavior]	
What You Think...	
<input type="checkbox"/> Does Not Meet Requirements <input type="checkbox"/> Fully Meets Requirements <input type="checkbox"/> Exceeds Requirements	

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Why? (Brief comment linking candidate responses to your overall rating on this competency.)

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[Fill the required competency]	
<ul style="list-style-type: none">▪ [Competency Attribute]▪ [Competency Attribute]▪ [Competency Attribute]	
What to Ask: Competency-Focused Interview Questions. Mark question(s) to be asked	
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
[Fill in a your own question]	<input type="checkbox"/>
Interview Notes	
<p>Circumstance:</p> <p>Action:</p> <p>Result:</p> 	
What to Look For: Success Behaviors	
<input type="checkbox"/> [Fill in success behavior]	
<input type="checkbox"/> [Fill in success behavior]	
<input type="checkbox"/> [Fill in success behavior]	
What You Think...	
<input type="checkbox"/> Does Not Meet Requirements <input type="checkbox"/> Fully Meets Requirements <input type="checkbox"/> Exceeds Requirements	
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