



# **Hiring Guide: Business Data Analyst**

**Everything You Need to Hire Great Talent**



## What's Included in This Guide?

1. **The State of Hiring:** How behavioral interviews help address some of the challenges facing HR professionals as they recruit talent today
2. **Behavioral Interviews 101:** What are they? Why use them? Tips and tricks
3. **How to Evaluate:** Tips on evaluating behavioral interviews
4. **Summary Job Description:** A sample job description for the Business Data Analyst role, including:
  - Job summary
  - Responsibilities
  - Competency names, levels, definitions
  - Knowledge Areas
  - Education
  - Certifications
5. **Interview Questions:** 5 Behavioral interview questions related to job requirements
6. **Interview Guide Rating Scale:** Description of each level of the rating scale
7. **Summary Interview Rating Sheet:** Summary sheet to pull all competency ratings together

# State of Hiring

Hiring has undergone a fundamental shift in recent years, as companies are finding it more difficult to fill key positions with the right people.

A number of trends have contributed to this shift. The modern workforce is far more transient than generations past, so organizations are putting more emphasis on recruiting their next great candidate than developing them from within.

It has gotten so out of control, that according to the Bureau of Labor Statistics, 95% of external hiring is done to fill existing positions due to people voluntarily leaving. And this shortage of candidates has left HR in a difficult situation.

Talent is likely to be the main driver of business success in the coming years, and HR needs to drive a strategic hiring process that actively seeks out candidates with the right competencies to support the achievement of business goals.

The best way to explore a candidate's skill-set and fit with a particular job is using behavioral interviewing techniques.

Read on to find out how behavioral interview questions can help you make better hiring decisions and get the tools you need to hire your next top candidate!



# Behavioral Interviews 101

Behavioral interview questions (also known as competency-based interview questions) are designed to elicit information about the candidate's past experience and accomplishments that relate to the competencies required in the target job.



## The Goal: Behavioral Examples



Knowing a candidate's actions is of little use if you do not understand the circumstances surrounding the actions and the results produced by those actions. To fully understand a candidate's past behavior, make sure to explore the following three components in order to make an informed judgement about whether the candidate has displayed the level and quality of behavior required:

- The **Situation or Task** in which the candidate was involved;
- The **Action** which the candidate took to complete the task or address the situation; and,
- The **Result** of the candidate's action.

When the information provided by a candidate addresses all three areas, then the information is called a **behavioral example**.

## Deciding What to Evaluate:

When selecting the competencies to evaluate during an interview, it is important to consider two factors:

- What competencies are included on the competency profile for the target job?
- What other assessments methods will be used during the selection process?

A competency profile – *the collection of competencies used together to represent the most critical aspects of a job* – typically contains seven to ten competencies covering both the behavioral (soft-skills) and the technical requirements of the job.

It can be overwhelming to ask questions addressing every associated competency, so we recommend asking no more than five questions during a standard interview. This means that you will need to select the five most critical competencies to focus on for the interview.

For this interview guide, we have included five questions that provide coverage across the soft skills and technical requirements for the job.

If you will be including other aspects in your interview process, like a simulation or work samples, you may find that technical competencies are more easily assessed by those means.

# What to Watch Out For

When interviewing candidates, be careful not to let candidates provide **false behavioral examples**, which can be misleading. There are three common types of false behavioral examples to look out for:

## Theoretical or Future-Oriented Statements:

These statements indicate what a candidate thinks they would do, not what they have done, and provide no information about past behavior.

### **False Behavioral Example:**

*"I would make sure the client received the support needed to ensure on-time delivery."*

### **Behavioral Example:**

*"The client needed extra support to ensure their shipment arrived on time. To help with this, I made sure I understood when the shipment was required, I coordinated with the production and shipping departments on my end, and as a result, everything was delivered on time."*

## Feelings or Opinions:

These statements are simply an individual's emotional reaction to a situation or event, and provide no insight into behavior.

### **False Behavioral Example:**

*"I am really good at teaching myself new software packages."*

### **Behavioral Example:**

*"When I joined ACME Corp, they used a CRM that I had never used before. With no internal resources available to train me, I was able to learn the tool using online tutorials and videos. I became so well versed in the product, I ended up the go-to internal expert."*

## Vague Statements:

These are typically summaries or descriptions of several past actions reported in a general way, requiring you to probe further.

### **False Behavioral Example:**

*"I always had the customer's best interest in mind and never got pushy or argumentative."*

### **Behavioral Example:**

*"As an Implementation Specialist, I always had the customer's best interests in mind. In one situation, a client was feeling pressured to purchase an upgrade. I stepped in to ensure our team understood the client's needs. Although the Sales Rep was angry with me for stepping in, I explained the client's perspective and got everyone on the same page. Three months later, the client upgraded anyway."*

# The Structure of Behavioral Interview Questions

The interview questions included in this guide are all structured in the same format. Each question applies to the specific competency being evaluated. Follow-up questions are included to help you probe further into a candidate's past experiences, and behavioral cues are provided to illustrate examples of what to look for in a candidate's answer.

**Question 1: Creativity and Innovation – Level 3** } **Competency name and definition**  
Generating viable, new approaches and solutions.

**Question:**

**Describe the most complex problem that you were faced with and how you generated a new approach or explanation or solution.** } **Job specific question**

- What was the problem?
- What was complex about it?
- What new approach or explanation did you come up with?
- What was new about it?
- How did this benefit your work (or the work of others)?

} **Probes to help elicit greater specificity from candidates**

What to look for:  
Identifies new approaches.

- Creates new ideas, solutions or approaches to ongoing challenges.
- Uses unconventional areas as sources of inspiration and insight into new options and solutions.
- Solves complex problems through developing new explanations or applications.

} **Behavioral indicators to look for the specific competency at the required level of proficiency**

1                      2                      3                      4                      5  
Well Below Standard    Below Standard    Meets Standard    Above Standard    Well Above Standard

**Rating scale (See Appendix A for details)**

# How to Evaluate the Interview



All of the energy and effort devoted to capturing good job-related information during the selection interview will be lost if this information is not evaluated consistently for all candidates. Use the following instructions to evaluate candidate information from a behavioral interview.

## Step 1: Classify All Behavioral Examples

Each behavioral question is designed to elicit information relevant to a **specific competency**.

However, candidates may provide information that goes beyond the specific competency, resulting in one of the following situations:

- A question will be asked focusing on one competency area, but the candidate provides a behavioral example that demonstrates another.
- Examples are provided that relate to more than one competency area.
- Examples that relate to the required competencies will be provided during the introductory phases of the interview, or during the close of the interview.

The whole interview should, therefore, be reviewed carefully for evidence of the competencies being assessed.



### Tip

When reviewing a behavioral example given by the candidate, make clear notes along-side the example the competency actually demonstrated.

This can then easily be cross referenced in the section of the Interview Guide devoted to that competency.

## Step 2: Weigh the Behavioral Examples

The next step is to weigh each example in terms of its overall contribution to the rating for each competency. This is not simply a process of averaging all of the positives and negatives to arrive at an overall rating. The following factors should be taken into account:

- **Significance:** The importance of the examples provided should be carefully considered. If the candidate provides two examples, one from a trivial situation, and one from a situation that had significant impact, the example with greater importance should be considered more significant.
- **Recency:** The more recent the behavior, the better it predicts future behavior. If the candidate provides a number of negative examples of a competency earlier in their career, but also provides several more recent positive examples, then the recent examples should be given more weight in the overall rating of the competency, other things being equal.

- **Trends:** Consistent with the concept of recency, examples which show a trend either positively or negatively should be taken into account. It is likely that a trend would continue if the candidate were selected for the target position.
- **Job-Relatedness:** How closely related is the behavioral example to the job that they are interviewing for? In cases where the candidate gives more than one example, the most relevant behavioral example to the job they're interviewing for should be considered most significant.



### Tip

When assessing relevance, carefully consider the situation.

A candidate may provide good examples of team building skills in volunteer situations involving children, but a number of negative examples with adults on the job.

Although volunteer experience is perfectly acceptable, the latter examples must be given more weight if the candidate is expected to demonstrate this skill with adults on the job.

## Step 3: Assign a Rating to Each Competency

The next step is to assign a rating to each competency based on the candidate's demonstration of the relevant behavioral indicators.



### Tip

When running a panel interview, have each interviewer complete a summary interview rating sheet to save time when reviewing results.

A summary rating scale is provided in [Appendix A](#).



# Job Description: Business Data Analyst

## Job Summary

The Business Data Analyst delivers establishes and documents the business process through data management. This involves analyzing processes to identify business opportunities.

**Job level:** Individual Contributor



## Responsibilities

### Business Analytics

- Partner with business stakeholders to fully understand the business requirements and translate them into execution
- Document business requirements and business rules and assist developers with implementation of data and business rules
- Identify source data requirements and quality
- Produce reports and data extracts for assigned business areas while demonstrating solid understanding of business objectives
- Maintain the storage and retrieval of all project communications data and business metrics
- Validate source data and facilitate decisions regarding data issues
- Provide documentation for all data sets
- Examine existing systems and business models, analyze business requirements and recommend improvements
- Educate and provide guidance to business stakeholders on how best to harness available data in support of business needs
- Work with management to prioritize business and information needs



## Competencies

### Data Literacy (Level 4)

Using data to gain insights, solve problems, and inform decisions.

### Adaptability (Level 3)

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

### Business Analysis (Level 3)

Identifying, investigating and evaluating options for improving business systems, defining requirements and ensuring the effective use of information technology to meet the needs of the business.



## Competencies – Continued

### Fostering Communication (Level 3)

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

### Requirements Analysis (Level 3)

Eliciting, documenting and managing requirements, to meet business and project objectives and facilitate the successful implementation of the product or service.



## Knowledge Areas

- Apache Hadoop (Intermediate)
- IBM Cognos (Intermediate)
- Microsoft Access (Intermediate)
- Microsoft Office Suite (Intermediate)
- Microsoft SQL Server Analysis Services (SSAS) (Intermediate)
- Microsoft SQL Server Reporting Services (SSRS) (Intermediate)
- Python (Intermediate)
- Statistical Analysis System (SAS) (Intermediate)
- Structured Query Language (SQL) (Intermediate)
- Tableau (Intermediate)



## Education

- Business and Commerce (Bachelor's degree) **or**
- Computer Science (Bachelor's degree) **or**
- Statistics (Bachelor's degree)



## Certification

- Certification of Capability in Business Analysis (CCBA) **or**
- Certified Business Analysis Professional (CBAP) **or**
- Entry Certificate in Business Analysis (ECBA)

# Business Data Analyst Interview Guide

Candidate: \_\_\_\_\_

Interviewer: \_\_\_\_\_

Date of interview: \_\_\_\_\_

# Question 1: Data Literacy – Level 4

Using data to gain insights, solve problems, and inform decisions.

## Question:

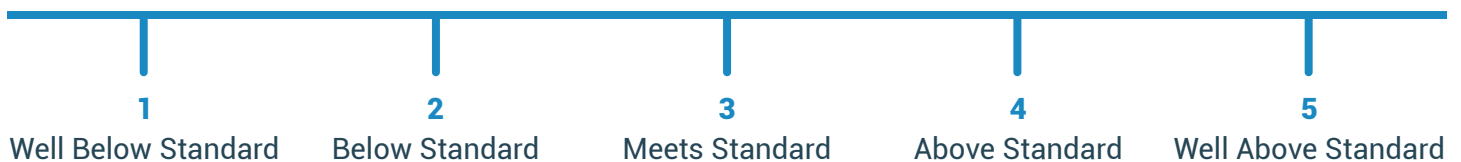
**Describe a situation where you used results from complex data analyses to form the basis of your decision.**

- What was the situation?
- What decision did you need to make?
- What did you do?
- What was the outcome?

What to look for:

Leverages complex data for impact.

- Interprets complex data, including advanced statistics, to identify trends and draw conclusions.
- Translates data-based evidence into actionable knowledge to inform decision making.
- Implements strategies to incorporate data analytics into decision making at different levels of the organization.
- Determines what research and data analytics are needed to address an issue.
- Evaluates data collection and analysis processes to identify potential biases.



## Notes (Situation, Action, Results):

## Question 2: Adaptability – Level 3

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

### Question:

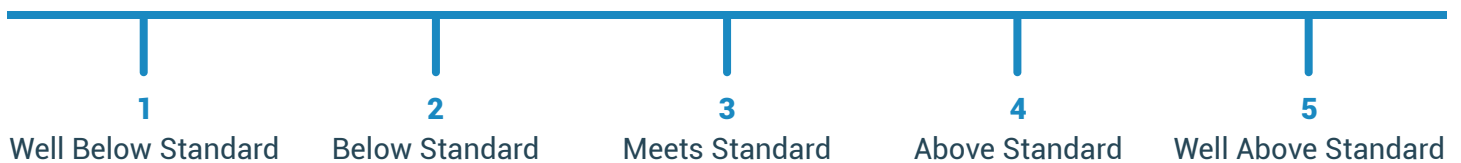
**Describe a time when you foresaw that a change would be needed and so you got ready for it.**

- What change did you foresee?
- What did you perceive to be the impact?
- How did you plan for the change?
- What was the outcome?

What to look for:

Adapts to widely varied needs.

- Adapts to new ideas and initiatives across a wide variety of issues or situations.
- Supports major changes that challenge traditional ways of operating.
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations.
- Anticipates change in order to adapt own plans and priorities.



### Notes (Situation, Action, Results):

## Question 3: Business Analysis – Level 3

Identifying, investigating and evaluating options for improving business systems, defining requirements and ensuring the effective use of information technology to meet the needs of the business.

### Question:

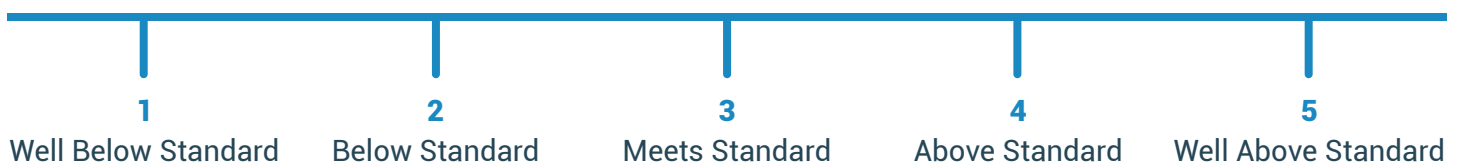
**Describe a situation where you used your elicitation techniques to fully understand a client's business requirements, process and roles.**

- What was the situation?
- What knowledge/understanding did you possess that helped you to better understand the client?
- What did you do?
- How did things turn out?

What to look for:

Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.

- Uses standard requirements elicitation techniques to understand client business requirements, processes and roles.
- Develops clear requirement statements and simple business cases.
- Carries out simple business process re-engineering.
- Applies established governance, audit and compliance, and change management principles to introduce and manage organizational changes.



### Notes (Situation, Action, Results):

## Question 4: Fostering Communication – Level 3

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

### Question:

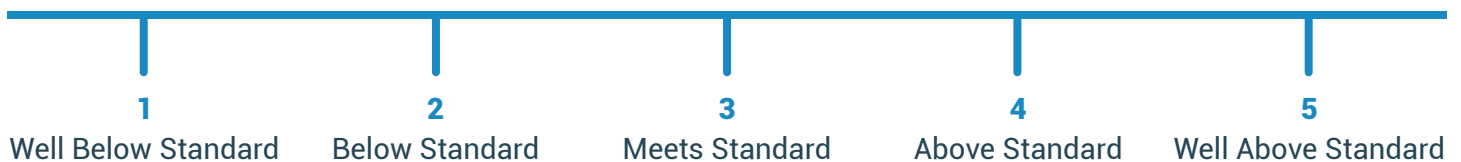
**Describe a time when you had to adjust your communication for a diverse audience to produce the desired effect.**

- What was the purpose of your communication?
- In what way(s) was the audience diverse?
- How did you try to tailor your communication to achieve its purpose?
- How did you ensure that people had gotten the information they were looking for?
- What was the outcome?

What to look for:

Adapts communication.

- Tailors communication (e.g., content, style and medium) to diverse audiences.
- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates with all organizational levels.
- Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.



### Notes (Situation, Action, Results):

## Question 5: Requirements Analysis – Level 3

Eliciting, documenting and managing requirements, to meet business and project objectives and facilitate the successful implementation of the product or service.

### Question:

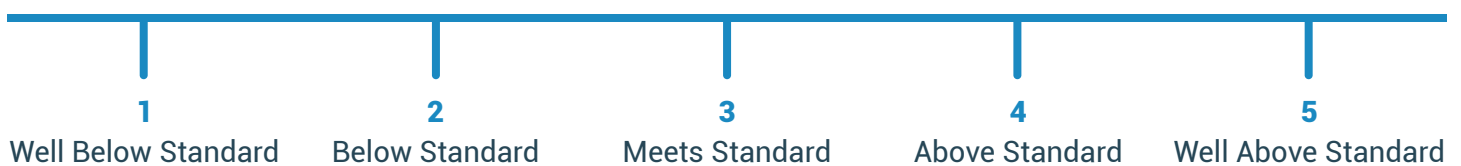
**Tell me about a time when you performed a feasibility study.**

- What was the study?
- What type of analysis did you perform?
- What tools or techniques did you employ to do the analysis?
- What were your findings?
- How were the findings dealt with?

What to look for:

Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.

- Develops complex models with multiple dependencies or that require the input of multiple groups.
- Creates or revises processes according to improvement plans and objectives.
- Develops learning solutions to educate employees on new or revised processes.
- Manages interdependencies between processes to ensure effective operations.
- Evaluates processes after improvements and, on an ongoing basis, to determine need for further revisions.
- Provides recommendations including cost-benefit analysis for most viable option when multiple alternatives are presented.



### Notes (Situation, Action, Results):



# Appendix A: Interview Guide Rating Scale

Level	Description	Weight
Well Below Standard	Falls significantly below requirements. Evidence of candidate's demonstration of the competency is far from adequate in all or most respects.	1
Below Standard	Below expected requirements. Evidence of candidate's demonstration of the competency is inadequate in key respects.	2
Meets Standard	Meets requirements. Evidence of candidate's demonstration of the competency meets expectations and reflects an adequate ability to perform; candidate may have demonstrated minor weaknesses in some aspects of the competency, but non of major significance.	3
Above Standard	Exceeds requirements. Evidence of candidate's demonstration of the competency is above average and reflects more than an adequate ability to perform; all or most aspects of the competency are demonstrated at an above average level.	4
Well Above Standard	Significantly exceeds requirements. Evidence of candidate's demonstration of the competency is exceptional and reflects superior ability to perform; all aspects of the competency are demonstrated to a high degree.	5

# Appendix B: Summary of Interview Ratings

Candidate:

Position:

Date of interview:

Interviewer:

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Competency	1 Well Below Standard	2 Below Standard	3 Meets Standard	4 Above Standard	5 Well Above Standard
Data Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fostering Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requirements Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Recommendation:

Continued Consideration

Reject

## General Comments:

# About HRSG

For three decades, HRSG has delivered products and services to define talent needs, address skill deficiencies and improve individual and organizational performance.

Our Products division has distilled that 30 years of expertise into a competency, job description and career management software solution. Leveraging the power of AI, CompetencyCore™ is unlike any other product on the market, bringing together the power of competencies and the utility of job descriptions.

Our Talent Management Solutions division delivers best practice professional services in competency-based management, testing and assessment. In addition, we train HR professionals worldwide in our competency-based management methodologies.



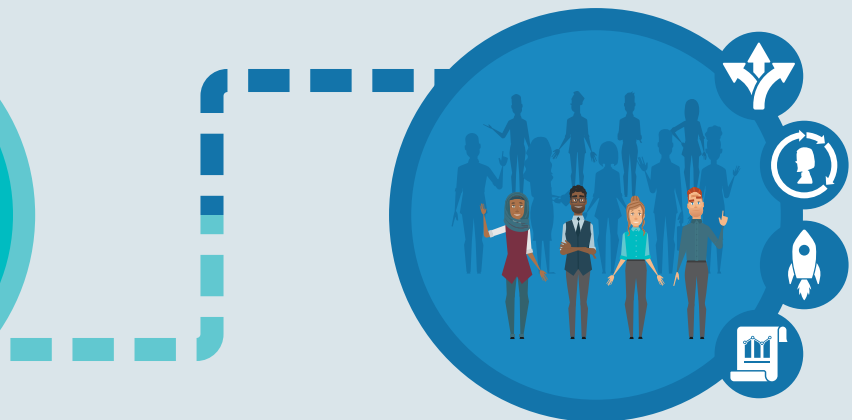
**CompetencyCore** by HRSG makes use of our exclusive **Smart Job Description Technology** to power every stage of the employee lifecycle through competencies.

Start with *Mapping* to map your jobs and competencies, then add *Navigating* to engage your employees.

## MAPPING



## NAVIGATING



Use Smart Job Description Technology to unify your company's **job descriptions**, **competencies** and **interview guides**.

Empower your talent with career management software that offers competency-driven **career pathing**, **assessment**, **development** and **insights**.

## See it in Action

**Schedule a live demo to see the easiest way to start using behavioral interviewing across your organization.**