

LEADERSHIP PRINCIPLES



INTERVIEW GUIDE – INSTRUCTIONS

Purpose and Intent

The purpose of the Leadership Principles Interview Guides is to provide you with a set of interview questions and behavioral indicators to be used in the assessment of job applicants. These questions are intended to help you determine the level at which applicants align with Citi's Leadership Principles and have the appropriate skills, abilities, and/or experience needed for the role.

These guides should only be used by someone appropriately trained in how to interview. For those who have not been trained, please complete the **Interview and Selection Skills Training** in LMS.

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| PREPARE | <ul style="list-style-type: none"><input type="checkbox"/> Review participant materials including bio, résumé and any available performance information<input type="checkbox"/> Review the role profile for the job and ensure you have a sound understanding of key requirements<input type="checkbox"/> Determine which level of interview guide is appropriate for this role and obtain a copy<input type="checkbox"/> Ensure that you are clear which competencies you are covering and use the guide to identify the relevant interview questions<input type="checkbox"/> If using a panel, ensure all interviewers have the appropriate guide and know which competencies they are covering |
| CONDUCT | <ul style="list-style-type: none"><input type="checkbox"/> Put the candidate at ease at the start of the interview, perhaps with a brief discussion with the candidate on a neutral topic<input type="checkbox"/> Set the scene for the interview – what you will cover and also position the role and what is currently happening within the business area and Citi overall; draw out some of the key issues and attractions of the role<input type="checkbox"/> Explain the interview's purpose, how long the interview will last, and note that the candidate will have an opportunity to ask questions at the end<input type="checkbox"/> If necessary, modify questions or develop additional questions to better probe the candidate's knowledge and experience in order to assess against the target position<input type="checkbox"/> Ensure that you ask enough questions to give the candidate the opportunity to demonstrate all behaviors<input type="checkbox"/> Take detailed notes of their responses |
| SCORE | <ul style="list-style-type: none"><input type="checkbox"/> Review your notes and classify the evidence that you have collected against the behavioral indicators for each competency<input type="checkbox"/> Use the rating scale provided and allocate a score for each competency based on the candidate's performance<input type="checkbox"/> If interviewing as part of a panel, participate in or hold a calibration session to share your feedback and hear the feedback of others on the panel<input type="checkbox"/> Complete the summary comments and recommendation on the last page of the guide<input type="checkbox"/> Enter your rating and comments in Workday |