

# Competency Based Interview: Guideline For Recruitment and Selection

## **Course Duration: 2-day; Instructor-led**

Time Schedule: 9am-5pm

Lunch: 1:00pm- 2:00pm

Morning Tea-break: 10:30am-10:45am

Afternoon Tea-break: 3:30pm -3:45pm

## **INTRODUCTION**

Competency-based interviews (also called structured interviews) are interviews where each question is designed to test one or more specific skills. The answer is then matched against pre-decided criteria and marked accordingly. For example, the interviewers may want to test the candidate's ability to deal with stress by asking first how the candidate generally handles stress and then asking the candidate to provide an example of a situation where he worked under pressure.

How do competency-based interviews differ from normal interviews?

Normal interviews (also called unstructured interviews) are essentially a conversation where the interviewers ask a few questions that are relevant to what they are looking for but without any specific aim in mind other than getting an overall impression of you as an individual. Questions are fairly random and can sometimes be quite open.

Competency-based interviews (also called structured or behavioral interviews) are more systematic, with each question targeting a specific skill or competency. Candidates are asked questions relating to their behavior in specific circumstances, which they then need to back up with concrete examples. The interviewers will then dig further into the examples by asking for specific explanations about the candidate's behavior or skills.

## **BENEFITS**

This is a tailor-made programme to equip the Management and the Middle Management team to get the RIGHT and SUITABLE candidates of high work caliber and dedication as their employees. Certain techniques to be shared and used to further enhance the knowledge and understanding of how to conduct a good interview.

## **TARGET AUDIENCE**

Managers, supervisors, executives, team leaders, and others who need to equip themselves with interpersonal skills for managing people and departments and contribute to the effectiveness of the organization and individual.

## METHODOLOGY

Industrial Court Awards and Superior Court Judgments shall form the basis of case studies. Presentation would be conducted in a lively and interactive manner by way of lecture, workshop, group discussion and sharing the experience session.

## KEY CONTENT

### **Module 1 – What Are Competencies?**

### **Module 2 – Why Use Competencies For Recruitment And Selection?**

- Right Person By Choice Not By Chance
- Right Skills For The Right Job

### **Module 3 – What Differentiates Skills And Competencies?**

- Types Of Skills
- Commitment And Competency

### **Module 4 – Job Description**

- Proper Job Description
- Scope And Expectation

### **Module 5 – Competency-Based Interview Questions**

- Adaptability
  - Adjusts To Changing Environments Whilst Maintaining Effectiveness
- Compliance
  - Conforms To Company Policies And Procedures
- Communication
  - Communicates Effectively, Listens Sensitively, Adapts Communication To Audience And Fosters Effective Communication With Others
- Conflict Management
  - Encourages Creative Tension And Differences Of Opinions. Anticipates And Takes Steps To Prevent Counter-Productive Confrontations. Manages And Resolves Conflicts And Disagreements In A Constructive Manner
- Creativity And Innovation
  - Develops New Insights into Situations; Questions Conventional Approaches; Encourages New Ideas and Innovations; Designs and Implements New or Cutting Edge Programs/Processes
- Decisiveness

- Makes Well-Informed, Effective, and Timely Decisions, Even When Data Are Limited or Solutions Produce Unpleasant Consequences; Perceives the Impact and Implications of Decisions
- Delegation
  - Able To Make Full And Best Use Of Subordinate, Providing Appropriate Support
- Flexibility
  - Modifies His Or Her Approach To Achieve A Goal. Is Open To Change And New Information; Rapidly Adapts To New Information, Changing Conditions, Or Unexpected Obstacles
- Independence
  - Acts Based On His/Her Convictions And Not Systematically The Accepted Wisdom
- Influencing
  - Ability To Convince Others To Own Expressed Point Of View, Gain Agreement And Acceptance Of Plans, Activities Or Products
- Integrity
  - Ability To Maintain Job Related, Social, Organizational And Ethical Norms
- Leadership
  - Acts As A Role Model. Anticipates And Plans For Change. Communicates A Vision To A Team
- Leveraging Diversity
  - Fosters An Inclusive Workplace Where Diversity And Individual Differences Are Valued And Leveraged To Achieve The Vision And Mission Of The Organization.
- Organizational Awareness
  - Demonstrates An Understanding Of Underlying Organizational Issues
- Resilience And Tenacity
  - Deals Effectively With Pressure; Remains Optimistic And Persistent, Even Under Adversity. Recovers Quickly From Setbacks. Stays With A Problem/Line Of Thinking Until A Solution Is Reached Or No Longer Reasonably Attainable
- Risk-Taking
  - Takes Calculated Risks, Weighing Up Pros And Cons Appropriately
- Sensitivity To Others/Empathy
  - Aware Of Other People and Environment and Own Impact on These. Takes Into Account Other Peoples' Feelings And Needs
- Teamwork
  - Contributes Fully To The Team Effort And Plays An Integral Part In The Smooth Running Of Teams Without Necessarily Taking The Lead

## Module 6 – Case Study On Interview And Probationers Issues