



cbi-smart

SAMPLE INTERVIEW GUIDE

Competency Based Interview

Position applied for: _____ **Senior Graduate Manager**

Name of Candidate: _____ **Sam Teoh**

Name of Interviewer: _____ **Joanne Harper**

Date of Interview: _____ **August 8 2008**



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Introduction

What are Competency Based Interviews, and why use them?

Competency Based Interviews (CBIs) are designed to gather specific behavioral evidence from an individual's past experience in relation to a number of pre-determined Competencies/Criteria (from hereon referred to as Competencies). The Competencies that are focused upon within the interview are those that have been identified as key to effective performance within a given role, and all questions are designed to elicit specific evidence of a Candidate's past performance in relation to these. The evidence gathered during the CBI is used to make an evaluation of a Candidate's potential to perform at a particular level on these Competencies in the future.

The effectiveness of any selection method is determined primarily by how well it can predict an individual's future performance. Research has shown that the most effective interviews are those with the following characteristics:

- ✓ A high degree of structure
- ✓ Questions that are focused on job-relevant Competencies
- ✓ Pre-determined behavioral criteria that allow Candidates' responses to be objectively evaluated

Competency Based Interviews have all of these characteristics, whereas traditional interviews do not. These characteristics help to explain why structured interviews, such as CBIs, have been found to be more than twice as effective as unstructured interviews at predicting a Candidate's performance within a given role.

The process for conducting a CBI

The CBI process involves four key stages:

- Stage 1:** Welcoming the Candidate.
- Stage 2:** Gathering evidence under each Competency.
- Stage 3:** Closing the interview.
- Stage 4:** Assessing the Candidate's responses.

Further information regarding each of these four stages is provided below.

Stage 1: Welcoming the Candidate

Aim: To build rapport and put the Candidate at ease before the interview, and to inform them of the process that will be followed.

Process:

- Welcome the Candidate and thank them for attending.
- Introduce yourself, and ask the Candidate a question such as how he/she found his/her journey (this means the first time he/she speaks it won't be to respond to an interview question). If possible offer the Candidate a drink of water.....

!!(NB – This is a sample document. The complete Best Practice Guidelines will appear in the full CBI-Smart Interview Guide)!!

Planning & Organizing

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

Q1. Give me an example that illustrates the approach you take to organizing the work of your team.

Circumstances - The circumstances or context?

Can you tell me a little more about the background to the situation?

What exactly were the circumstances surrounding the event?

Behaviors - The behaviors or actions the Candidate displayed?

What exactly did you personally do and say?

How did you personally choose to tackle the situation?

Impact - The impact or the outcome achieved?

What happened as a result of your personal actions?

What was the impact of your personal contribution, how do you know?

Planning & Organizing

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

Positive evidence	Negative evidence
<i>(Summarize main examples of positive evidence here)</i>	<i>(Summarize main examples of negative evidence here)</i>

Competency rating

Positive behavioral indicators	Negative behavioral indicators
<p>Clarifies the goals or objectives to be achieved before commencing a task, and ensures this information is clear to all involved.</p> <p>Establishes, and communicates to team members, a clear and coherent plan of action in line with the requirements of the task.</p> <p>Plan incorporates, and takes account of, available resources e.g. time, people, finances etc. Resources are linked to steps within delivery cycle.</p> <p>Monitors own/others' progress regularly with reference to agreed objectives and standards, and makes suitable adjustments if/when required.</p> <p>Delivers on time and in line with objectives.</p>	<p>Takes action or makes plans without sufficient understanding of goals or objectives.</p> <p>Fails to establish a plan of action, or plan of action is vague and insufficient. Plan lacks benchmarks, cut off points, or other aids to inform stakeholders of progress.</p> <p>Plan fails to take full account of the resources available.</p> <p>Fails to monitor progress against agreed objectives and standards. Fails to take action if the plan is not being achieved.</p> <p>Fails to deliver either on time or to the required standards.</p>
<p>5 Highly Acceptable - evidence suggests very high competence</p> <p>4 More than Acceptable - evidence suggests high competence</p> <p>3 Acceptable - evidence suggests they could do the job</p> <p>2 Less than Acceptable - evidence raises concerns about competence</p> <p>1 Poor - evidence suggests they are not suitable in this respect</p>	

Candidate Summary

Competency	Rating	Comment
Planning & Organizing		

Overall Comment

Interviewer's recommendation (please check, if applicable):

- Accept
- Reject
- Consider/hold
- Pass to next stage
- Combine with other assessment ratings
- Other _____

Overall rating

