COMPETENCY & BEHAVIORAL BASED INTERVIEWING MODEL

The Main Objective
of the Interview Process

Right Person ➡️ **Right Job**

Activity

- **What are advantages of having the right person in the right job?**

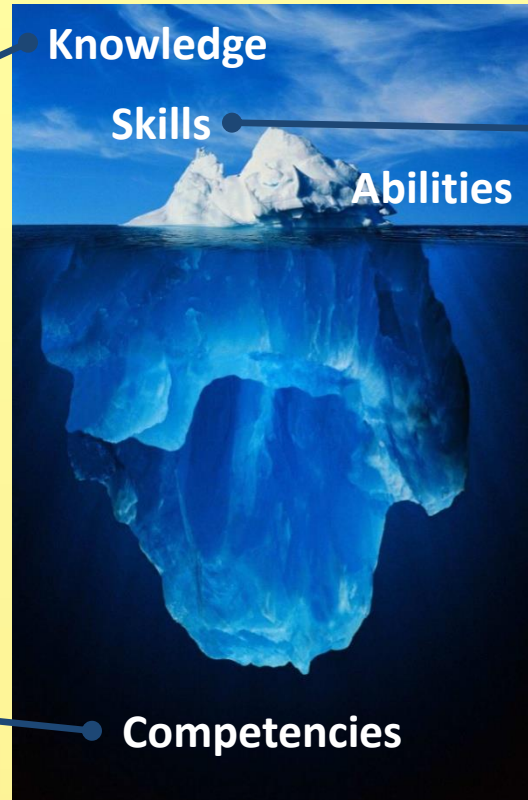- **What are disadvantages of having the wrong person in the wrong job?**

Activity

Think about your idea of the "best employee." What behaviors or characteristics would that person demonstrate that would make them a best employee? Share your thoughts about what a best employee is like.

Definitions

Knowledge

Skills

Abilities

Competencies

An organized body of information, usually of a factual or procedural nature, which if applied, makes adequate performance on the job possible.

The manipulation of data, things, or people through manual, mental or verbal means. Skills are measurable through testing, can be observed, and are quantifiable.

Competencies are observable and measurable characteristics of a person that include using knowledge and demonstrating skills, behaviors and abilities that contribute to improved performance.

The capacity to perform a physical or mental activity at the present time. Typically abilities are apparent through functions completed on the job. Abilities and skills are often interchanged. The main difference is that ability is the capacity to perform.

Competencies examples

- **Developing Others**
- **Self Awareness**
- **Change Management**
- **Decision Making**
- **Accountability**
- **Strategic Planning**

Determining Competencies

- **The competency is an observable and measurable combination of knowledge and skills.**

- **The knowledge and skills must distinguish between superior performers (or exemplary performance) and other performers.**

  "...a cluster of related knowledge, skills, and attitudes that reflects a major portion of one's job (a role or responsibility), that correlates with performance on the job, that can be measured with well-accepted standards, and that can be improved with training and development (Parry, 1996, p50)."

Traditional vs. Behavioral Based Interview Questions

- **Traditional**
- **Behavioral Based**
  - Expectancy
  - Consistency

Competency and Behavioral Based Interviewing Model

Competency and Behavioral Based Interviewing is the process of engaging applicants in an interview process by identifying key competencies required for success in the job, and developing behavioral specific questions to target and assess employee performance in previous jobs.

Acceptable vs. Unacceptable Competency and Behavioral Based Interview Questions

Acceptable: The question is acceptable in the sense that it focuses upon job requirements.

Unacceptable: The question is unacceptable in the sense that by asking this question you may open yourself and the organization to legal problems/concerns. The assumption is that if you ask the question you are going to use the information in the hiring decision.

Often discriminatory issues arise in the interview process when the questions touch upon the protected classes: race, color, national origin, religion/creed, gender, age, pregnancy, disability, and veteran's status. If an interview question appears to be based upon any of the protected classes, don't use it. The best piece of advice is always let human resources (or the legal department within the agency) review the questions before using them in an interview.

Practice

Practice writing a Competency and Behavioral Based Interview Question.

E.C. Ricketts, Ph.D., SPHR
Director of Organizational Development
Department of Human Resources
Tennessee State Government

Ernie.ricketts@tn.gov
615-741-5622