

COMPETENCY-BASED STRUCTURED INTERVIEWING

Competency-based structured interviewing helps to ensure that you are hiring the right person for the right job at the right time. The structured interviewing process provides rigorous, standardized procedures for assessing the degree of “fit” between the candidate and the job.

Despite the fact that virtually all employers use some type of interview as part of their hiring process, relatively few employers follow a systematic process of assessing candidate skills and abilities during the interview. *The HRSP Structured Interviewing Guide* provides the needed tools and resources for conducting valid selection interviews that are targeted at the critical competencies for the job.

Interviewing Guidelines

Outside of HR professionals who are frequently focused on recruiting and selection efforts, most hiring managers conduct interviews on an infrequent, as-needed basis. Because of this, the *HRSP Structured Interviewing Guide* provides a useful set of reference tools that interviewers can turn to when needed to guide them through the interview process. These tools include discussions, details and worksheets for each of the following areas:

- **BEFORE THE INTERVIEW**
 - Reviewing the critical competencies*
 - Knowing the open position*
 - Identifying the targeted critical competencies*
 - Behavioral vs. situational questions*
 - Panel vs. sequential interviews*
 - Legal guidelines for interviewing*
 - Questions to avoid*

- **DURING THE INTERVIEW**
 - Conducting the interview*
 - Using probing questions effectively*
 - Allowing sufficient time for the interview*
 - Capturing candidate responses*
 - Handling difficult candidate responses*
 - Interviewing “Do’s and Don’ts”*

- **AFTER THE INTERVIEW**
 - Evaluating the candidate*
 - Conducting a reference check*
 - Reporting the results of the interview*

CONTACT GREG SEKOWSKI AT HR STRATEGIC PARTNERS, INC. FOR MORE INFORMATION

Interview Questions

Because the quality of the information gained during an interview depends on the quality of the questions asked, the *HRSP Structured Interviewing Guide* includes **customized, pre-written interview questions** that have been tailored to the primary responsibilities and critical competencies for the open position. At least four unique interview questions are provided for each critical competency. Not only does this save considerable time and effort for interviewers, it also helps to ensure that each job candidate is evaluated on the same dimensions, thus providing a **more accurate comparison of interview results** across candidates. See example below:

Accountability: Take responsibility for meeting commitments and ensuring that results are achieved. Encourage others to take responsibility for key goals and objectives.

Question 1: Give me an example from your work experience when you needed to confront a performance problem with a certain individual or group. What did you do?

Question 2: Tell me about a time when you had to hold a coworker or subordinate accountable for his/her actions that had a negative impact on your department's results. How did you handle this situation?

Question 3: Suppose you're in a situation where you feel especially stretched or challenged to meet an important goal for your department. Many others are counting on you to fulfill your commitments. How would you handle this situation?

Question 4: Imagine that you're the leader of a ten-person department that has just missed an important deadline. Your boss wants an explanation. What do you say to your boss?

STRUCTURED INTERVIEWING BENEFITS

A standardized structured interviewing process should be used for both internal and external candidates because it focuses the interview questions on the critical competencies required for the open position.

Using a targeted, competency-based structured interview, hiring managers are able to

- Identify those candidates who possess the needed knowledge, skills, abilities and experience
- Assess, evaluate, and compare all candidates using common interviewing tools and procedures
- Comply with legal guidelines and corporate policies concerning fairness and reliability of the interviewing and selection process

CONTACT GREG SEKOWSKI AT HR STRATEGIC PARTNERS, INC. FOR MORE INFORMATION