

## Competency Interviews - Overview

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Great people are the key to the success of your company, it is therefore critical that you take time to ensure that you recruit the right people with the right skills to join our business. Getting it wrong is costly not only in direct recruitment costs but in lost productivity, training and supervisor/management time. Getting it right can avoid:

- Labour turnover
- Absenteeism
- Low morale
- Disciplinary problems
- Dismissals and possible unfair dismissal complaints

A successful interview is dependent upon the skills of the interviewer to ask the right questions to get the most information possible from the candidate in order to make a decision as to the suitability of an individual to successfully perform the role. Interviews are crucial part of the recruitment process and enable you to verify information, check assumptions and get to know the candidate. It should be remembered that it is a two way process, whilst you are assessing the candidates suitability they will also be assessing whether or not your Company is a Company they want to work for.

Here at RT we recognise this is a lot to do in an interview therefore we have developed a way the candidate can document this for you prior to the interview so you can spend the time digesting it rather than recording it.....interviews become a lot easier and effective and they keep HR happy because the notes are all done for the file.

Competency Based questions...examples...good and not so good answers....

Example question...."What do you do to ensure that you are performing effectively in your role?"

Good answer example...Each week I meet with my manager to ensure I am working on the current priority tasks, we discuss customer service standards etc.

Not so good answer example from candidate ...We have a team meeting each week and we discuss what is happening in the business...

We recognise the ideal interview list below is difficult to achieve in a short meeting... (With great notes expected of you by HR team)...why not make it easier on yourself with **RT pre interview Competency based tests/questions...**

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Typical HR advice re questions in an interview... (All in one hour with good notes, tough?)

- Start with open questions

- Probe to get to the root of the issue, including reflecting questions
- Closed questions to clarify
- Use hypothetical questions to move candidate on when they are stuck
- Summarising to ensure you have understood
- The majority of the interview should be spent using Open and Probing questions in order to get the most out of the candidate.

## RT pre interview Competency based tests/questions leaves you free in the interview to...

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- Listen intensely to the way the candidate verbally gives you what they put in the pre test
- Use silence positively to elicit an answer
- Observe non-verbal behaviour
- Listen effectively to observe and check anomalies
- Check the full picture on relevant experience
- Check reasons for work gaps in the CV
- Check pay and benefits expectations versus previous
- Inquire what references might say of you, good and bad...not coming from referees these days
- Probe on how reasonable the persons journey to work would be
- Gain an insight to the person re interests and family

## Why use competency based questions... our pre interview Competency based tests/questions?

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Research evidence highlights the limitations of poor interview techniques when information is gathered in an unsystematic manner and judgements may be made on candidates for a variety of reasons. These include:

- **The self-fulfilling prophecy effect** - Interviewers may ask questions designed to confirm initial impressions of candidates gained either before interview or in its early stages.
- **The stereotyping effect** – Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.
- **The halo and horns effect** – Where one appealing trait causes the interviewer to believe that the person is suitable in other areas. “Horns” effect is same for one negative trait, This way interviewers rate candidates as ‘good’ or ‘bad’ across the board and thus reach very unbalanced decisions.
- **The contrast effect** – Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.
- **The similar-to-me effect** – Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- **The personal liking effect** – Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

These traits can be minimised by conducting a structured competency based interview.

Recruitment Tests pre interview Competency based tests/questions are grouped into the ideal number and mix of questions under the following aligned headings...

Competency – Sales / Account Management (Not manager of people role)

Competency – Manager of people General

Competency – Sales / Account Management Managers (of people)

Competency – General (Not manager of people role)

**And/or we can right bespoke ones for your company. Just ask us**

[Recruitment Tests pre interview Competency based tests/questions](#) contain a considered blend of the following core competencies ...

**Partnering/Team Work/One Team** – *Taking responsibility to build and maintain positive relationships and valuing the opinions of others.*

**Communicating Effectively** – *Positively influences others, creating acceptance and support for ideas*

**Proactivity, Planning and organising work** – *Taking responsibility to build and maintain positive relationships and valuing the opinions of others*

**Influencing** – *Positively influences others, creating acceptance and support for ideas*

**Business Excellence/Innovation** – *Assesses and interprets information to be able to identify issues or problems.*

**Service Orientation** – *Effectively working with customers, building good working relationships*

**Numeracy, Working Under Pressure, Selling Skills, Management Skills**

**Nice blend? Just like your favourite morning coffee!!!!!!**

**Hey we know it's not rocket science but all good stuff in packets that come to you in a really convenient and relevant way...you are busy people right but you also want to get it right hey?**