



COMPETENCY-BASED SELECTION TOOLKIT



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INTRODUCTION

Attracting talent includes identifying successful behaviours in your organization, monitoring the external labour market for suitable applicants and deploying a holistic strategy to match the right people with the right roles within the organization. It is important to hire individuals who align with the organization's mission and values, are passionate about their work, and are able to meet role requirements.

This toolkit divides the entire process of getting in talents to an organisation into two distinct parts: Recruitment and Selection with focus on the SELECTION process. The detailed guide which will be COMPETENCY-BASED, defines each key aspect of the Selection process, why it is important and things to consider as you implement. There is also a set of handouts that correspond to the content within this guide. The handouts either offer more detail or can be easily adapted for use in your organization.

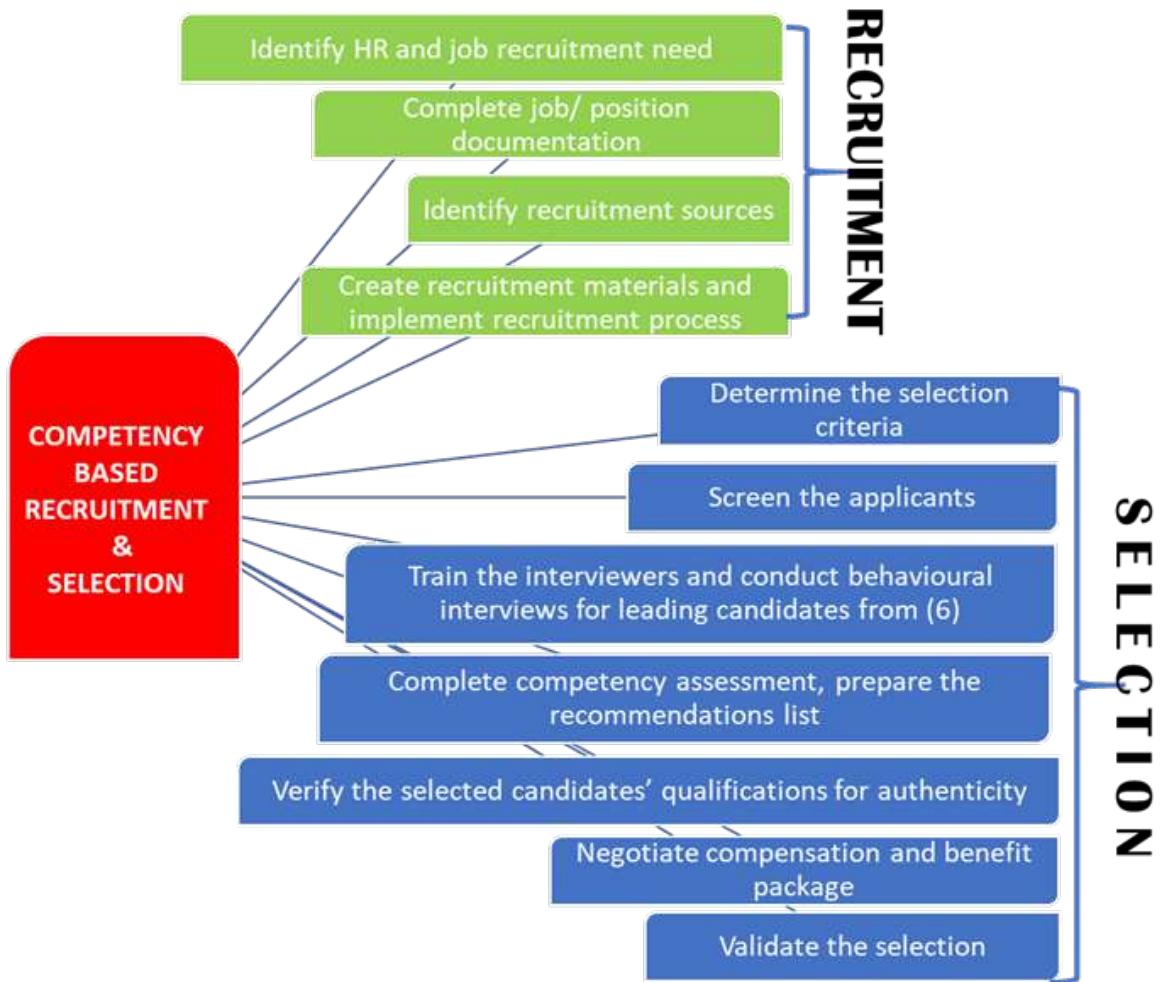
This toolkit is designed to guide a recruiter or recruiting organisation through the adoption and

implementation of the staffing process of the best talents using the competence-based approaches in the chain of selection processes. It is presumed that the step of strategic human resources (HR) planning is complete, the current talents needs for the organization have been determined and there is agreement - and a budget - to hire new employees. The Kit also presumes that the recruitment phase of the staffing process has already been accomplished. Emphasis will consequently be on the selection process.

The kit remains an assist providing useful tips and templates for a competency-based selection phase of the talent hire process. It can/should be used in conjunction with other aids that underlie the specific talent engagement protocols for an organisation. While featuring proven and contemporary practices and procedures, it may also be subject to other extant documents and legislation of the location where it will be deployed.

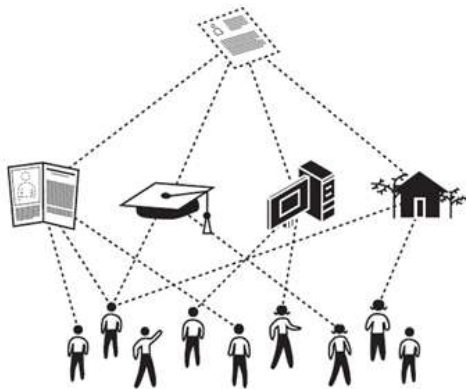
USING THE TOOLKIT

While a good general overview is recommended, users could go directly to the cognate sections that address the specific issues they have on hand while calibrating other areas with the standards presented here. The Competency-based approach shares some similarities with the traditional process but differ significantly in emphasis on the selection process centred on fitness to perform the target roles



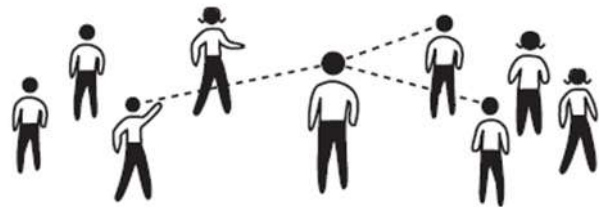
SOURCING FOR CANDIDATES.

The first major activities after some comfort have been established about the job and candidate competencies, would be the sourcing for the prospective hires. Using the competence-based selection would require strategic considerations in sourcing. Though sourcing strategies may have been taken on at the Recruitment, a revisit at selection phase would ensure consistency in the later phases. Broadly candidates Sourcing types would include:



Pull Sourcing: -

a competence-based sourcing that result in applicants coming to know of an opportunity on their own and from varied sources. This guides the choice and locations and medium for making the call for applications. Pull sourcing is ideal for sourcing for candidates into roles with low level but distinct jobs across industries with basic competencies and proficiencies such as office roles in generic industries.



Push Sourcing: -

sourcing strategy undertaken by the organization to reach out to qualified people. This generally includes paid searches, “head hunting” (hiring another organization to find qualified candidates), or staffing agencies. This is ideal for high value roles needing rare specialists.

CHOOSING SOURCING APPROACH.

The choice of approach either in push or pull model will in addition to their generic appeals also take cogni-zance of:

01

Level of the Job

Is it an entry level, mid manager, or senior manager job?
Pull method for entry jobs and push sourcing for senior role

Number of Openings

Do you have just a few open positions, or is there a need for large scale hiring? Pull method ideal for sourcing for multiple openings but push where the cost implications will outweigh the ROI of the hiring.

02

03

Budget

What can you afford to spend on the hire: The push sourcing takes out initial sourcing costs except where there are compensations for referrals?

Frequency of Openings

Do you have openings only occasionally or do you have a regular on-going need? Using pull sourcing provides a pool of potential sources and candidates that could be called up in the future if the openings are recurring.sourcing for senior role

04

05

Competencies in the hiring process

The first step in recruitment is to clearly identify the competencies required for someone to be successful in the role. The organization must identify the competencies required for each open position and then use these as a tool to screen applicants. Beyond the hiring process, Competencies are also strategic performance man-agement, training, and development tools for the potential employee over the career life.

"Competencies are the collection of knowledge, skills and behaviours required to perform the job. Competencies are described through behavioural descriptors and can be observed or measured"

COMPETENCY-BASED SCREENING

Competency based selection focuses on identifying those candidates who possess those behaviourally de-fined characteristics that would result in higher performance in the role that is to be filled. These are measur-able patterns of knowledge, skills, abilities, behaviours and other characteristics individuals need to perform tasks successfully. In recruiting and selecting staff, relying on diverse areas of information rather than one, will most often allow for a better and clearer picture of a candidate’s suitability for a position and this forms the underlying principle for competency-based selection process.

Dimensions of competencies

A key appeal of the competency-based selection is its much more transparent, auditable and less prone to biases and achieved through its main facets. There are three facets to every competency that can be observed and measured: knowledge, skills and behaviours.

	DEFINITIONS	DESCRIPTOR AND INDICATORS	ILLUSTRATIONS
Knowledge	The information re-quired to do the job	What knowledge is necessary for the job?	Understanding of a cognate technical or financial input
Skills	The ability to complete a task	What skills must the employee exhibit to be successful	Persuasion, communi-cation,
Behaviour	How a person accom-plishes tasks	What defining behav-iours must the employ-ee exhibit to be suc-cessful in accomplish-ing the task?	Empathy, patience, resilience

CLASSIFICATION OF COMPETENCIES

Competencies could be classified into;

Technical - the set of technical/functional skills and knowledge required for the performance of a job. These are typically acquired through education, specialized training and/or relevant job experience. Financial analy-sis and credit evaluation are examples of technical competencies

Workplace/Experiential competencies: - these are suits of competencies acquired through various forms of workplace learning such as in coaching and mentoring, apprenticeships and peer support. Though informally cast, a good percent of technical activities especially in the informal sector develop careers in many disciplines through these.

Organizational - the set of supervisory/managerial, administrative and people skills required for effective performance. These are more difficult to develop, as they require some innate ability to make analyses and handle people. Integrated perspective, customer focus, and problem solving are examples.

Genomic /family competencies: - The set of capabilities that people assimilate through family and other genetic formats. Like the experiential competencies, they may come through long associations with experts like parents or more experienced relations overtime in form of tutelage. They reflect in strong soft skills like communication, etiquette, resilience, managing others. Holders of such competencies rarely know they do but deploy them effortlessly.

Personal - the set of values and habits that represent an organization's foundation of performance and quality. These competencies are often required of all positions and reflect the culture of the organization. In-tegrity and teamwork are examples of personal competencies.

Competencies go beyond describing just a skill. The combination of technical, organizational and personal competencies is what ensures successful performance of any given job. Using this approach sets you up to hire for the right behaviours and allows you to train necessary skills once on-board the organization.

IDENTIFYING KEY COMPETENCIES

Using a competency-based selection, Organizations are challenged to think beyond education level when determining what contributes to success in a particular role within their organization. While formal education or high marks may be one indicator of success within certain roles, they are not sufficient when attempting to predict the success of an employee within a position in an organization. Competency based selection focuses more on other indicators of success.

Identifying competencies for specific jobs:

- I. Existing inventory of success indicators for the jobs
- II. Industry benchmarks for the roles
- III. Survey of current role holders on the key indicator and top criteria for success in their role and compare these stated criteria to actual performance results
- IV. In-house HR or independent expert coordinated engagement with stakeholders to discuss the key skills and attributes of high performing officers in the role, and then have them rank these in order of importance.

The cognate competencies

While education or high marks may be one indicator of success within certain roles, they are not sufficient when attempting to predict the success of an employee within a position.

Organizations should challenge themselves to think beyond education level and marks achieved when determining what contributes to success in a particular role

The relevance of competencies in a competence-based selection should be anchored on prime factors as:

- Indicators of what contributes most to success in a particular role.

- High impact predictors
- Potentials for augmentation and improvisation
- Measurable Value differentiation between exceptional and average employee.
- Behavioural/attributes-based factors; EQ, IQ, integrative thinking

Design of competencies

Three factors are considered key in the Design and Identification of core competencies;

- Establishing a criterion measure of performance;
- Using a multi-trait, multi-method approach to measurement;
- Availability of data on competency development that preceded work history

CANDIDATES SELECTION:

To avoid the “fake it until they make it” new hires in today’s competitive job market means hiring managers must eschew the more traditional job description and interview structure in favour of the competency-based hiring model especially at selection.

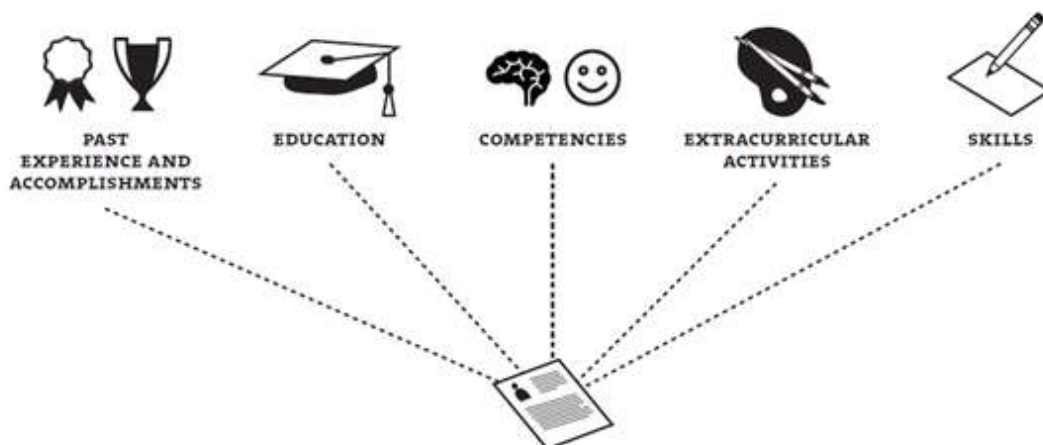
The competency-based processes and tools have shown significant accuracy and depth including effectiveness of the entire hire and fitness to the job at through this process.

After identifying the specific competencies for the vacancy, developing the job descriptions, posting of the positions and receiving a number of job applications from interested applicants, the stage is set for the second phase of the hiring process called selection.

APPLICANTS SCREENING.

Applicant screening is the process by which a recruiter compares each applicant against the identified competencies and determine who will move forward in the process. This helps prioritize recruiter efforts and ensure that time is not wasted progressing unwieldy crowd who do not meet the minimum requirements

1. Start by selecting and reviewing the competencies identified at the beginning of the recruitment process (Glossary of competencies). This is an important step, as it will be a key factor in decisions moving forward.
2. Review each application using a competency-base assessment for all applicants and screen using the score rule to determine who gets through to the next level. Past experiences and other accomplishments such as formal and workplace-based learning.



COMPETENCY-BASED SCREENING TECHNIQUES

Even with the regular weeding processes, slackers who ordinarily would not have featured in the process still find their way into the crowd. These are people who just click 'apply', pasting CVs developed by experts and generic cover letter that make recruiters waste time on their resume before realizing they're not a fit. The competence-based process with focus on can do, provides opportunity for more innovative and timely insight into their competencies and fitness.

1. Sense-the-target challenge

In place of the traditional CVs that are usually packaged to impress, candidates could be demanded to sense the target challenge the role would be requiring of them by sending in as their resume, 100 words summary describing what they imagine the role requires and why they are right for it.

2. Video Introduction

To checkmate the disguises inherent in CV and resume that most times get pulled through interviews, candidates could be demanded to send in a one-minute video introduction of self with no specifications on quality or device where those façades would be difficult to conceal. Not only are there no time and space for acting but made to be their true self.

3. Gamification

Candidates could be pooled in batches and allowed to play games with features that will showcase some of the relevant competencies required on the job. The setting which could be in boot camps, would allow the candidates game their way through their colleagues in an uncensored setting.

4. Case studies

Case studies are usually built around real work situations and demand not just understanding, but experience to locate the answers. These are widely used in management consulting as they are thought to reveal the way a candidate thinks and approaches problem solving. If the role for which they are being recruited requires an analytical thinking, the candidate is presented with relevant hypothetical case studies to chew through.

5. Scenario Assessment

Similar to case studies, are scenario assessments that really get deeper into the skin of the candidate as they are presented scenarios describing real business challenges and also possible solutions which are all correct but only one being more correct than the others. Locating the correct answers would defy guess work as the distinguishing characteristics are know from deeper knowledge and hands on experience.

6. Job Simulation

There's no greater test to see if someone will be a fit for the job than actually DOING the job. Getting candidates present, showcase or engage in actual role possibly before existing real role players in a mock session, would challenge the candidates to demonstrate their knowledge in the activity imagining it's real. The candidates engage in these "trial session" where they work alongside current performers for a period producing results capable of real evaluation.

7. Group interview with teamwork challenges.

Group interview techniques receive mixed reports. The words 'team player' don't really mean anything until you're in a high-pressure team problem-solving situation – then you'll really get to see temperaments shine!! Group interviews can be great if your role requires the ability to present well in front of a group; rather than an intimidating panel of current staff members, the candidates can present in a slightly less intimidating room of other potential candidates.

8. External Contests.

The entire concept of job search connotes contests with other job seekers for the available slots. In this process, Candidates from over varied backgrounds are invited to submit a 'creative submission' profiling their idea to solving a particular problem peculiar to the target organisation. The winners will stand out and some measure of assurance of their fitness established. If you're looking for someone creative, particularly for a role that is likely to have a large number of applicants with low levels of distinguishable experience a creative contest can help filter through to those who really want the job and have the ability to stand out.

9. Open-source solving of real problems

If you have a problem that can withstand exposure to your competition, consider hosting an Open Innovation Challenge. You will use a genuine problem that your company is facing and asks for submissions

on how to solve it. It's a bit risky to offer a full-time position as the prize. It is, however, an opportunity for work experience, recognition of the winners, and a tangible prize to make you look like an awesome company. This will help you attract worthy candidates that may not have made it through a more standard interview loop.

10. Interaction with current staff

If culture fit is of big importance, which usually applies to smaller businesses or tight-knit teams letting candidates interact with existing staff would easily locate those already having the traits to get onboard and deliver. This doesn't have to be anything formal. In fact, you could offer to show them around the office after the interview (which just so happens to be during a lunch break) and leave them in the kitchen area with a couple of staff members for 5 to 10 minutes.

MAKING SELECTION COMPETENCY-BASED

In considering a transition from traditional to competency-based recruitment and selection, one question is uppermost: How can a competency-based approach improve the organization's ability to predict successful job performance from prospective applicants?

Talent/competency based	Traditional
More result oriented than qualifications	Indicators more about persons specs
Non discriminatory	Discriminatory on formal education
Identifies individuals with characteristics that are difficult to acquire through formal training	Formal learning centric
Better measure of fit with organisational culture	Little consideration for culture fitness
Provides applicants with opportunities to explain/demonstrate competencies	Establishment of competencies predicated on certifications and endorsements
Seek to identify ABILITIES needed to perform the job	Emphasis on personal characteristics and formal certifications and confirmations of self
Selection decision based on POTENTIAL for performance	Checklist of personal characteristic
Flexible, responsive, modern, auditable and adaptive.	Rigid job description and person specs
Sensitivity to peculiar workplace, regional, industry and even cultural, gender and race characteristics	Fixed and applicable as STANDARDS across board

STEPS IN COMPETENCY BASED SELECTION

Step 1. (Operative-checklist)

- The goal is to make the best match between the person and the work.
- Planning key to ensuring the process aligns with target job performance
- Objective statement and agreement on the criteria for selection that must be guided by core role descriptors and verified job performance indicators.
- The criteria for selection are objectively stated
- The process is systematic and disciplined.
- Most desirable method of engagement is multiple interviews conducted by trained professionals, either individually or in teams.
- The goal of the interviews is to determine whether individuals possess the competencies necessary to achieve exemplary work results.
- Validation of competence using samples from experiences of applicants or examining work histories for the behavioural anchors associated with the desired competencies.
- Selections are based on data rather than opinions.
- HR practitioners clarify the selection methods to be used in reaching a decision (selection methods chosen should provide as much advance information as possible about those competencies that are the most critical for exemplary performance of the work.)

Step 2. Selection Methods

Irrespective of the target work to be performed by the candidate, the selection methods chosen should provide as much advance information as possible about those competencies that are the most critical for exemplary performance of the work. A good example could be a competency assessment report from a former supervisor providing valuable insight on the candidate. Back-end searches including social media activities in such platforms as LinkedIn also

do provide critical insight

Category 1- Assessing the individual's ability to perform the work. Methods in this category are competency based- job applications that seek information about individual competencies instead of work history or credentials that may not be directly related to proven performance.

Category 2- Addressing the individual's fitness to perform and taking into consideration any additional requirements that are peripheral to an applicant's ability to perform. Such as drug tests and medical examinations,

Step 3. HR screen the list of applicants to manageable size.

Work with managers to compare evidence of competencies with competency-based selection criteria

Focus their attention on the applicants' competencies as discovered and documented to the minimally acceptable

Individual competencies are therefore the primary criteria for narrowing the field of applicants.

Step 3A. Tools for discovering applicable competencies and proficiencies

- Scenario-based tests
- Pooled group challenge: get them in groups and challenge on a subject relevant to the target job and evaluate their perspectives
- Real situation assessment: on the spot and real-life problems
- Business games: Current trend of gamification penetrated various aspects of our lives. Nowadays not only children play the games, and many games have not only function of entertainment, but also serve professional goals and are created for adults.

- A combination with emphasis on the most cognate tool

Step 4. Finalists are chosen

The traditional approach relies on a considerable number of assumptions about a candidate's qualifications, based on superficial evidence of ability, such as academic degrees or work and salary history. In a competency-based approach, the guesswork is largely eliminated. The goal of competency-based selection is to go beyond the superficial to discover real evidence of ability to perform, based on interview questions that explore actual experience or work samples that verify an applicant's ability to create outputs much like those required for the position.

Step 5: Determine the selection criteria (see Template)

As they begin the selection part of the hiring process, HR practitioners and their customers must determine the criteria to be used. They must agree on the correct mixture of information, out of the volume of data received from applicants, and weight each item so as to accurately assess the candidates' competency strengths and predict their likelihood of success on the job.

What information should be used to establish the selection criteria? Organizations use the following items to collect information from job candidates:

- Job application form specifically designed to collect detailed competency information as well as traditional information
- Reference statement from former organizational leaders and competency assessments completed by persons with in-depth knowledge
- Statements of work, academic, and life accomplishments
- Test data and their analyses with the use of instruments such as the Sixteen Personality Factor™ Questionnaire (16PF®) assessment, California Psychological Inventory™ (CPI™) assessment, Edwards Personal Preference Schedule (EPPS), Holland Types, Jackson Vocational Interest Survey (JVIS), Kuder Preference Record, and Strong Interest Inventory® assessment.
- Work sample assessments
- Simulation interviews
- Documented work and life experience factors
- Certificates
- Licenses
- Ratings from peers, immediate supervisors, or direct reports, including competency assessment data from a multi ratter competency assessment process
- Assessment centre data, if available

Establishing selection criteria – Template

What knowledge and skills are required in the role? <i>(draw from position/job description)</i>	What level of competence or capability are required? <i>(draw from job/person specification)</i>	Is this essential or desirable <i>(Line manager/supervisor call)</i>	How can this be assessed? <i>(Job owner professionally assisted by line HR)</i>
Customer service	Previous experience in a customer service role	Desirable	Interview questions
Microsoft skills	Advanced word processing, Excel, PPT	Desirable	On the spot practical tests
Relationship management	Experience demonstrated in previous roles	Essential	Perspective at group discussions and assignment
Resilience	Demonstration of capacity to navigate business turbulence in similar role in the past	Essential	Interview questions Industry experience
Collaboration	Teamwork	Essential	Interview questions

Step 6. Making the decision- The Interviews

Much attention is focused on the interview questions, how they are asked, the setting, and the approach used to assess results. (Sample of CB interview using behavioural protocols as Appendix B)

- Key criteria for success identified
- Expectations for the Job developed along with job description
- Questions prioritised and method for interviewing determined
- Applicants are pre-screened, and a determination is made as to whether eligibility requirements are met.

**Odd-numbered Panels often preferable in competency-based interviews which should include line accountable officer (manager /supervisor)*

*** It is beneficial to indicate to the applicant at commencement that the interview will provide the opportunity to share work experiences as well as the demonstration of both skills and capabilities.*

Step 7. Negotiations of compensation and Benefit packages.

In competency-based selection, the organization's representative is negotiating primarily to purchase the candidate's talent, or competency, pool rather

than to simply "fill the slot." Thus, competency issues dramatically underlie the negotiations, even if they are not explicit.

Step 8. Offer to successful candidate

A formal offer may involve requesting the candidate's signature on a letter in which he or she agrees to the terms of employment. Less formal offers are extended orally. Written employment contracts are common at certain executive levels in some professions.

Step 9. Verifications and closeout formalities

For some specific professions such as in the medical and engineering fields, candidates may in addition to basic requirements, need to have certificate validations like Licences and professional currency and wordiness proofs. Such are verified as part of the close out formalities.

CANDIDATE SELECTION

Talent acquisition professionals note that conventional selection processes including interviews often reinforce existing biases, have a limited ability to assess soft skills, and are unreliable. Besides, they're often more a test of wills than an actual test of talent.

The fast-growing roster of online assessment tools holds the possibility of making the hiring process easier, more productive, and helping recruiters under a competence-based selection target candidate who have the skills and temperaments to be successful.

These assessment tools can help remove some of the biases that creep into the hiring process, making for a fairer experience that produces better long-term results.

SELECTION TOOLS

Choosing the selection tools:

For the performance centric competence-based recruitment and selection, the validity and relevance of the process and tools used, would be determined by to what extent they will be able to predict the fitness of the candidate. Fitness here would apply to the level of alignment of the job competency profile (JCP) with the candidates Personal Competency profile (PCP)

Parameters such as; cognitive ability, adaptability, flexibility Resilience and other indicators would feature in the core characteristics of the methods to be adopted as they will capture the essence of the behavioural competencies that interface with the technical and organisational competencies to enhance the fitness of the talent being sought.

MAPPING/CHARTING THE SELECTION TOOLS

In addition to the known traditional tools for selecting candidates most of which are increasingly losing their effectiveness in attracting the right talents, recruiters and organisations now have the opportunity of leveraging technological platforms. Candidate selection tool as a digital platform collects data about candidates' skills and characteristics through various assessments and helps recruiters make data-driven shortlisting (and hiring) decisions. At the same time, some selection tools allow you to create automated workflows and communication that save time and give candidates (and also recruiters) a smooth, streamlined experience during the recruitment process.

The effectiveness of these tools in hiring decision could be enhanced if users are provided the guide that charts the tools in forms that assist the users in choosing the options of best fit. The tools help create series of steps in your hiring process including enabling digitally control the preliminary screening of employment applications and conduct skill tests for vetting the final job candidate through background checks.

Users generally would opt for the tool or a combination of tools that weigh higher on their core selection parameter(s)

Digital tools Chart

Tools	Descriptor	Key strength	Performance predictability Rating (/10)	Timesaving & candidate experience	Hiring decision Rating (/10)
HireSelect https://harver.com/	Test candidates on their aptitude, personality, and skills before they move onto the next hiring round	Recruiter can select and administer specific test batteries to suit certain jobs, and automatically manage the incoming candidates for each of them.	8	M	8
Harver https://harver.com/	helps to predict job performance and select the best people for the job. Through assessments and custom-designed situational judgment tests	Predict the quality of a candidate by their aptitude, culture fit, soft skills and ability to succeed throughout their career in the role.	8	H	9
AssessFirst https://app.assessfirst.com/	works using automatic grading. As candidates flow into your hiring funnel, they're graded and compared to each of the other potential hires, and then shortlisted.	The easy to use interface allows you to identify candidates and employees who can succeed	6	M	8
Plum.io https://www.plum.io/	half AI-powered, half psychology-powered. The tool gives hiring managers the technology to build a predictive talent database to align people with business objectives.	Measure the talent of a candidate based on their adaptability, innovation, and communication skills, which is then presented on an easy-to-navigate interface. Capacity for determining ROI of hiring	10	M	8
The Predictive Index https://www.predictiveindex.com/	Offers concise behavioural and cognitive assessment.	Uses assessments to unearth the best candidates for a role, also combines comprehensive workshops and expert consulting to supercharge the hiring process.	8	M	8



OutMatch https://outmatch.com/	Analytics-based and test candidates on key traits such as personality, numerical reasoning, and logical reasoning.	Can predict employee performance based on strengths, weaknesses, and competencies. Better decision, Faster process, Lower cost Happier candidates	10	H	10
Koru7 https://www.cappfinity.com/koru/	Unbiased measure of your candidate's soft skills	Consistent, unbiased analysis of every candidate and faster screening and selection. Show scores for Impact Skills: Grit, Rigour, Impact, Teamwork, Curiosity, Ownership and Polish	10	M	9
Applied www.beapplied.com	Blind hiring software that uncovers the best talent- "Anonymize applications, chunk them up into batches avoid ordering effects, and allow multiple evaluators to contribute their scores	Allow for better comparative assessment, randomize candidates to	8	M	8
eSkill: https://www.eskill.com	Cognitive assessment tool that offers a large selection of topics from many subject areas that can be combined into customized tests that fit your business needs	Can generate a multi-subject test in seconds, hand-pick your favourite questions, or even upload your own test content.	10	H	8

INTERVIEWS

A crucial phase in the selection process is the engagement (physical or virtual) where the candidate meets the potential employer or his/her representative in further attempt to assess the fitness of the job while providing the opportunity for the candidate to also gain further insight about the organisation for his own decision on the suitability of the organisation for his career journey.

Behavioural Interview

Competency-based interviews, also known as behavioural interviews, feature questions designed to gauge candidate ability to handle the job and specific situations. Questions in these types of interview generally require demonstration that the candidate have the skills the employer is looking for by providing examples.

The critical factor in this form of interviewing is that it is where an interviewee is asked to provide examples from their past employment of specific situations and go through how they behaved in those circumstances. The logic is that past performance is predictive of future performance ... how you behaved in the past will forecast how you will behave in the future.

Interview protocols

Interview guides can be developed in more or less detail, depending on the extent to which the interviewer is able to specify important issues in advance and the extent to which it is important to ask questions in the same order to all respondents. The guide provides a framework within which the interviewer could develop questions, sequence those questions, and make decisions about which information to pursue in greater depth.

**While not being overtly prescriptive about the number of questions to be asked, it is advised that you should be asking two-three behavioural questions for each competency to give you enough information to make an accurate assessment of the candidate's ability.

Behavioural Interview protocol Template

Area of investigation	Aims of cognitive interviewing
1. Comprehension	<ul style="list-style-type: none"> To explore comprehension of key terms within the question, such as 'doctor'. To explore comprehension of the question as a whole, for example that respondents understand that they have to count up all the times they have been to the doctor in the past month.
2. Retrieval	<ul style="list-style-type: none"> To establish whether respondents can recall the required information (e.g. visits to the doctor in the past month). To establish whether respondents restrict their recall to the specified reference period (e.g. the last month).
3. Judgement	<ul style="list-style-type: none"> To explore respondent strategies when answering. For example, do respondents try to recall each time they visited the doctor during the past month or do they just take a guess? To explore the boundaries of what respondents include and exclude within their answers. For example, how they define 'visit'.
4. Response	<ul style="list-style-type: none"> To explore whether the question is considered sensitive or embarrassing and the impact this may have on the data collected. For example, could respondents edit their answers or refuse to provide an answer? To explore whether respondents are able to map their 'in mind' answer onto the answer categories available. To check whether any answer categories are missing from the list provided. To establish whether respondents consider answer categories to be mutually exclusive (if only one category can be selected).

Crafting Competency-based interview questions

1. Develop a list of all the facts or information you want to know about the potential employees you are interviewing for the position which must apply directly to the position in question, this should include information about the job seeker's experience related to the position, his educational and employment background and past actions and behaviour in specific situations.
2. Generate inquiries that focus on a potential employee's background and formal/informal achievements that have relevance to the position.
3. Brainstorm questions to learn about the potential employee's knowledge or experience in the real field of work focusing on the responsibilities of the position,
4. Ask questions that reveal information about a candidate's situational behaviour and actions in hypothetical cases
5. Formulate questions relating to specific events or situations the interviewee may have encountered in the past that would show how a worker reacts in the workplace. This will help validate whether the hypothetical situations you posed matches up with past behaviour.
6. Ensure the questions are not prone to wild guesses as in open-ended that can be answered most with a "yes" or "no. Use a scoring or rating system to evaluate the interview answers which could be in the form of : a "pass" or "fail" structure, numbered-point rating system that allows calibration of the answers from one to five, or from "excellent" to "unsatisfactory,"

MAKING HIRING DECISIONS

Candidates Evaluation

At meets as in interviews, questions either one-on-one or in panels are asked using methods that seek specific feedbacks that are strong indicators of the expectations using these methods:

Behavioural: To elicits from the applicant a description of how s/he perceives the effects of behaviour on specific outcomes. The approach provides a sense and insight into what motivates the candidate while giving a good idea of the personal work ethic -- or lack thereof -- the job candidate possesses.

Competency: Questions should centre on demonstrating the skill and knowledge levels required to achieve a desired result.

Situational evaluation method: focuses on the applicant's problem-solving abilities. You ask the applicant various questions designed to demonstrate how he would handle certain situations

MANAGING THE DECISION DILEMMA

The eventual choice of the final candidate(s) marking the conclusion of the entire process has remained the most crucial and delicate as it summaries the efficacy of the entire activity.

All the efforts put into place from screening to interviewing candidates lead up to this one dreaded moment-making the actual hiring decision. Even when the star candidates must have shined through presenting obvious preference and fit for the job the challenge remains that the chains of processes and people involved could

have impacted on the outcomes that would lead to less than best fit at final decision.

To make the most effective decisions, the following mitigating tips could improve the odds for fitness.

Gravity and weight of skills and competences:

It is necessary to keep in mind and recognize the differences in the significance and value relative to the target role as commanded by the skills and competencies being evaluated against. Such little slips pointing to consistency on the representations of a candidate could at this point be identified as a potential red pointing to blind spot on integrity.

Alignment:

At this point, it will be necessary to briefly revisit the core characteristics and parameters in the role to ensure professional alignment of the decision with the reason for the talent request. While the recruitment Manager may own the process, other stakeholders and interest parties leading up to the exercise.

Extraneous factors:

Beyond all the technical and behavioral assessments and convictions, due considerations must be made for other peripheral issues like; extant legislations on quota, gender including specific organizational intents on such issues as diversity and strategic interest.

Checking for biases:

While the process may have passed the requisite standards for quality, the possibility for some measures of cognitive bias along the line especially at such later selection processes as interviews cannot be ruled out. Such biases as; Halo effects, Anchor and confirmation biases are very prominent at this stage. A review of the scores and interrogation of very clear deviations from the mean scores could highlight subtle biases the own-ers may not even have been aware of.

The look and feel of the IDEAL candidate:

At such point when the front runners are almost evenly matched, it may become necessary to now make a conscious and informed comparison of the candidates by locating observed strengths and weaknesses that could play out on the job after the offer. Making a list for comparison of core likes and dislikes could help

Moderating Expectation:

The process had gone all with both human and technological interventions and support each with their “standards and expectations” some of whom may not be realistic expectations. Here comes the intuition and experience of the assessors.

APPENDIXES

A -GLOSSARY OF BEHAVIORAL COMPETENCIES ASSOCIATED WITH RECRUITMENT AND SELECTION

S/N	Competency Title	Description
1	Communication	<ul style="list-style-type: none"> i. Understands and learns from what others say. ii. Grasps the meaning of information written in English, and applies it to work situations. iii. Conveys ideas and facts orally using language the audience will best understand. iv. Conveys ideas and facts in writing using language the reader will best understand.
2	Analysis/Reasoning	Examines data to grasp issues, draw conclusions, and solve problems.
3	Creative and Innovative Thinking	Develops fresh ideas that provide solutions to all types of workplace challenges.
4	Decision Making	Makes timely, informed decisions that take into account the facts, goals, constraints, and risks.
5	Problem Solving	Resolves difficult or complicated challenges.
6	Accountability and Dependability	Takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight.
7	Adaptability and Flexibility	Adapts to changing business needs, conditions, and work responsibilities.
8	Attention to Detail	Diligently attends to details and pursues quality in accomplishing tasks.
9	Customer Focus	Builds and maintains customer satisfaction with the products and services offered by the organization.
10	Ethics and Integrity	Earns others' trust and respect through consistent honesty and professionalism in all interactions.
11	Results Focus	Focuses on results and desired outcomes and how best to achieve them. Gets the job done.
12	Safety Focus	Adheres to all workplace and trade safety laws, regulations, standards, and practices.
13	Self – Management	Manages own time, priorities, and resources to achieve goals.
14	Influencing Others	Influences others to be excited and committed to furthering the organization's objectives.
15	Teamwork	Promotes cooperation and commitment within a team to achieve goals and deliverables.
16	Valuing Diversity	Helps create a work environment that embraces and appreciates diversity.
17	Managing Projects or Programs	Structures and directs others' work on projects or programs. Understanding of resource requirements and effectively managing the same to deliver
18	Mediating Disputes	Helps others resolve complex or sensitive disagreements and conflicts.
19	Negotiating Agreements	Reaches deals or compromises.
20	Strategic Vision	Sees the big, long-range picture.

21	Product / Industry Knowledge	Understands information regarding the industry, competitors, demand segments, economic trends, and industry measures and applies this information in a manner which contributes to financial performance and success
22	Growth Mindset	Displays an ongoing commitment to learning and self-improvement.
23	Consistency	Continuous and impressive improvement in performance or behavior.
24	Operating Equipment	Uses tools, machines, and vehicles to transport goods or people, or to create work products.
25	Stress Tolerance	Maintains composure in highly stressful or adverse situations. Ability to remain stable, when all other circumstances are fluid.
26	Integrative Thinking	Capacity to take on divergent, tense views and constructively create a new idea from all views.
27	Open Mindedness	Ability to be flexible, review all issues based on the merit of each eliminating all biases.
28	Motivation	Stabilizing self from within
29	Resilience	Never say never attitude, does not succumb to defeat but see challenges as a step to success.
30	Market Place Analysis	
	Researches, analyzes and monitors the company's marketing strategies, competitor performance and customer preferences to make business decisions.	
31	Critical Thinking	Ability to review various scenarios, options, analyze possible outcomes objectively and evaluation to form a judgment
32	Entrepreneurial Mindset	Ability to wear the owner's shoes, overcome challenges, be decisive, and accept responsibility for outcomes
33	Drive for Results	The intense passion to engage skills and deliver on set outcomes
34	Computer Appreciation	Basic capabilities to utilize software to achieve basic tasks
35	Emotional and Social Intelligence	Capacity to be self-aware and to manage personal relationships and social interactions especially in teams and groups.

B - [HAVARD COMPETENCY DICTIONARY](#)

C - COMPETENCY-BASED INTERVIEWING SCORESHEET (TEMPLATE)

Interview Evaluation

Candidate name:	Date of interview:
Position:	Interviewer's name:
Department:	Return this form to:

Please circle the appropriate rating using the scale:

5: Exceptional

4: Better than average

3: Capable / Average

2: Poor

Relevant educational background	5	4	3
Related work experience	5	4	3
Related computer skills	5	4	3
Verbal communication skills	5	4	3
Written communication skills	5	4	3
Attention to detail	5	4	3
Takes Initiative	5	4	3
Integrity	5	4	3
Cooperation	5	4	3
Stress tolerance	5	4	3
Learning ability	5	4	3
Interpersonal skills	5	4	3
Attitude towards this position	5	4	3
Professional demeanor	5	4	3
	5	4	3
	5	4	3

D - SELECTION CRITERIA TEMPLATE

Insert Position title here)

(Insert Organisation name here)

- Use your job description as a basis for your candidate selection.
- Make sure your selection factors are based on the competencies you need e.g. communication skills (and the questions you are asking will test how the candidates have demonstrated this in the past).
- You can identify as many selection factors as you like but we suggest no more than 10.
- Keep in mind how important each selection factor is e.g. is it “must-have” or optional? Does half the job require this skill or will it only be needed occasionally?
- Once you’ve held the interview, rate each candidate on each selection factor. The easiest way to do this is to score based on:
 - Does not satisfy – 1 point
 - Partially satisfies – 2 points
 - Fully satisfies – 3 points

- The highest score should be the preferred candidate. It might also be worth considering whether the other candidates would be suitable for the job if the preferred candidate doesn't accept the job.
- Your worksheet should look like this:

Selection factors	(Insert Candidate Name here)	(Insert Candidate Name here)	(Insert Candidate Name here)	(Insert Candidate Name here)
1. e.g. Communication skills. (Mandatory)				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
TOTAL				
ASSESSMENT				

*Rating: 1 = Does not Satisfy 2 = Partially Satisfies 3 = Fully Satisfies

Assessment P = Preferred S = Suitable U = Unsuitable

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