

Interviewing & Assessing for Competencies

Using the Behavioral Event Interviewing Process

On-site workshops can be tailored to the sponsoring organization's HR systems, incorporating its competency dictionary and approach.

This two-day workshop teaches participants to effectively use a competency-based process to define the requirements of an open position, and to assess the competencies needed to fill the position. Participants learn how to prepare for an interview by gathering all necessary information to assure adequate coverage of all criteria, how to conduct the interview and remain in control to obtain the required information and to assess a candidate's competencies. This assessment process can also be used to help build competency models* and to collect data for developmental coaching and career counseling.

Who Should Attend

Executives, managers and team leaders in line or staff functions who are responsible for interviewing, assessing, and selecting internal or external candidates for positions.

Outcomes

During this program, participants:

- Conduct a job analysis and map out an interview strategy.
- Acquire a clear conceptual understanding of what the Behavioral Event Interview (BEI) is, how it should be conducted, and why.
- Conduct Behavioral Event Interviews through repeated practice and feedback and through observation of others.
- Develop skills in rating evidence elicited in the BEI for the assessment of competencies.
- Develop understanding of how to customize the BEI for specific selection or assessment projects.
- Analyze resumes and other available applicant data to make the proper selection.

THE PROGRAM

Day 1

AM

Introduction

- Introductions.
- Workshop Objectives.
- Workshop Agenda.
- Expectations and Concerns.

What is Superior Performance: research on competencies Interviewing to assess individual competencies.

Job Analysis

- Defining the required and desired educational and work experiences that applicants should possess.
- Clarifying the nature of the work environment including: the immediate work group, the pace of the work, management styles, and the potential scope of responsibilities.

Interview Planning

- Identifying the important qualities of an applicant as they are listed on resumes and applications.
- Planning an interview strategy to effectively utilize the interview time Preparing questions in advance to keep the interview moving at an even pace.

Interviewer Styles

- Types of Questions, their Advantages and Disadvantages.

Introduction to the Behavioral Event Interview (BEI)

- Features of the BEI.
- Uses of the BEI: selection & building competency models*.
- Advantages of the BEI.
- Brief Outline of BEI.

Detailed Outline of the BEI

- Strategy and suggested language for introducing each main section.
- Demonstration Interview - observe and discuss video.

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Introduction to Probing Events

- Basic Strategy for Proving an Event/Accomplishment.
- Techniques for probing.
- Things to avoid in Behavioral Event Interviewing.

First Practice Session (in small groups)

- Conducting the Introduction and Responsibilities sections: each participant conducts this section on a fellow participant, followed by discussion, feedback and coaching.
- Probing one event: each participant conducts this section on a fellow participant, followed by discussion, feedback and coaching.

Evening Assignment: review your practice tape and identify two improvement goals for your next practice session.

Day 2

AM

Discussion of evening assignment

Interviewing Challenges

- Problems to avoid in Behavioral Event Interviewing.
- Using a road map to navigate within an event.
- How to probe a key point of involvement within an event.
- Within a key point of Involvement: micro-points to probe in detail.
- When not to probe for more detail.
- How to probe a significant meeting or conversation.
- Managing process problems.
- How to use specific questions in probing events.
- Exercise: probing within an event.

Target Data

- Exercise: recognizing target data.
- Maximizing target data.

Second Practice Interview in small groups:

- Participants interview each other or available staff not participating in the workshop.

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- Debrief of second practice interview.
- Principles of competency-based selection.
- Using a Behavioral Event Interview form.
- Practice rating evidence of the competencies: third practice interview in small groups or with available staff person not in workshop. Debrief.
- Next Steps: How participants will apply the Behavioral Event Interview in their organization: Discussion of how to incorporate additional interview questions if necessary, how to integrate the BEI with other components of the selection process.
- Workshop evaluation and close.

SPECIAL FEATURE

Coached practice interview sessions are videotaped to permit actual skill building during the course of the workshop. Each attendee will participate in at least two practice videotaped sessions. For on-site programs where job competency models exist, participants are encouraged to bring relevant models with them to the workshop.

*In order to apply this process to the building of job competency models, the participant should also attend Workitect's Building Competency Models workshop.