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The Competency-Based Behavioral Interview

Presentation by
Compensation & Staffing Division
Georgia Merit System

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Productivity and Staffing Solutions

Staffing and Productivity Solutions

Georgia Merit System



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Goals

Cover the Basics

***Go into the Some of the More Technical
Aspects***

Wrap it all into an A - Z approach

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Objectives

To understand the problems that poorly administered interviews create and their costs.

To learn a model process for developing structured behavioral interviews.

To understand the benefits and protections that following this process can provide.

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Q. Why is interviewing so crucial?

A. Both the organization and the candidate have a lot to lose if an interview leads to an improper match.

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How and why interviews go wrong.

B

Interviews That Are Not Based on a Proper Job Analysis Will Not Elicit Meaningful Information.

Subject to Personal Bias and Other Sources of Error.

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Some Candidates Are Very Practiced at Interviewing.

Interview Questions May Reveal Too Much About the Job.

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Interview Questions May Be Too Closed-ended.

Poor Listening Skills.

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The Cost

*Separation
Cost*

*(1/3 of annual
salary of
employee)*

*Salary and Training Cost Spent on
Unsuccessful Employee.*

+

Cost of Recruiting New Hires

+

*Costs of Training and Inefficiency
of New Employee*

+

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The Cost (Cont'd)

Turnover also includes.....

***Loss of Performance and Inefficiency
of that Team or Unit.***

+

Poorer Service or Product Quality

+

Potential Litigation Cost

100 - 265% of salary

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How can we make our interviews better?

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Make Them Structured.

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Make Them Competency Based.

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Make Them Behaviorally Focused.

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Why Structured?

Eliminates Haphazard Interviewing

Standardized process - Allows You to Compare Apples to Apples

Decreases Legal Liability

⇒ Aids in Documentation

⇒ Provides Equal Treatment to All Candidates

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Why Competency Based?

Competencies Are More Encompassing than Experience Alone.

Competencies Are Not Restricted to Specific Work Experiences.

Competencies Are Determined Through a Thorough Job Analysis.

Competencies Are More Directly Linked to Successful Job Performance.

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Why Behaviorally Focused?

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Best Predictor of Future Behavior is Past Behavior.

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Hypothetical Questions Can Be Faked.

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Behaviorally-based Questions Are Verifiable.

Research Has Shown that Behavioral Questions are More Effective.

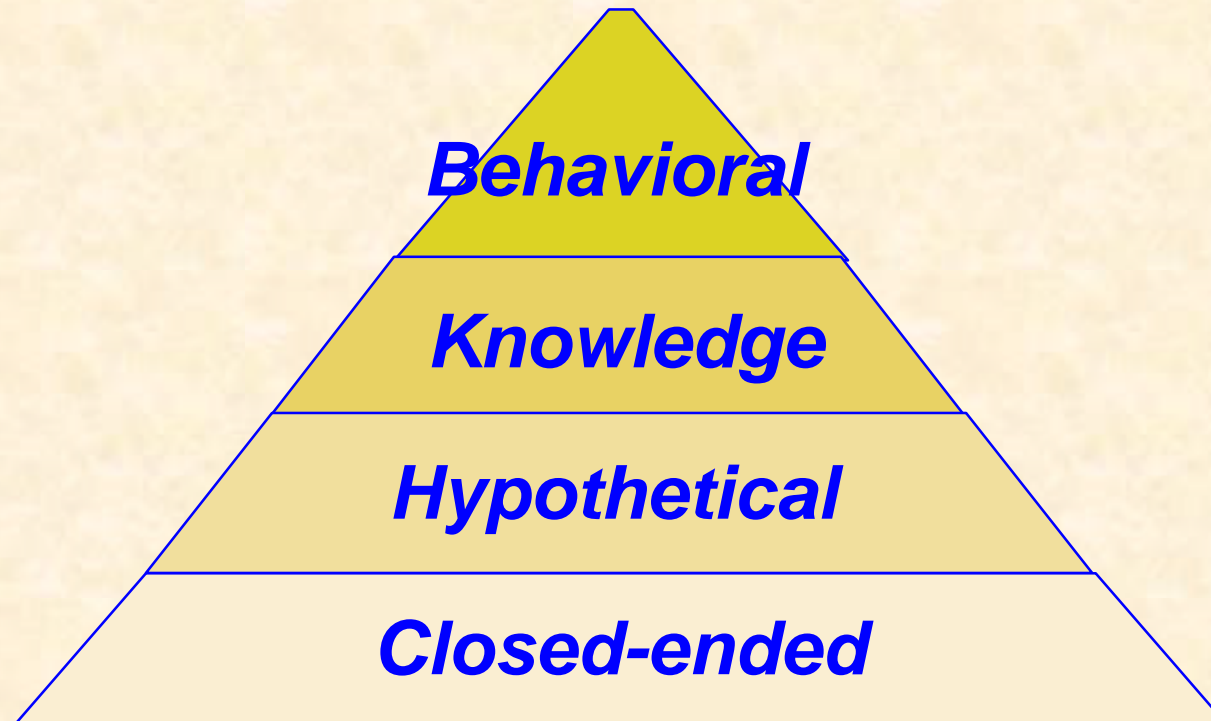
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Types of Interview Questions



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Behavioral Interviews - 4 Parts

Introductory Conversation

Preliminary Questions (if needed)

⇒ ***Clarification of Resume***

⇒ ***Closed-ended Confirmations***

Prepared Questions

⇒ ***Main Questions***

⇒ ***Follow-up Questions***

Closing Conversation/Questions from the Candidate

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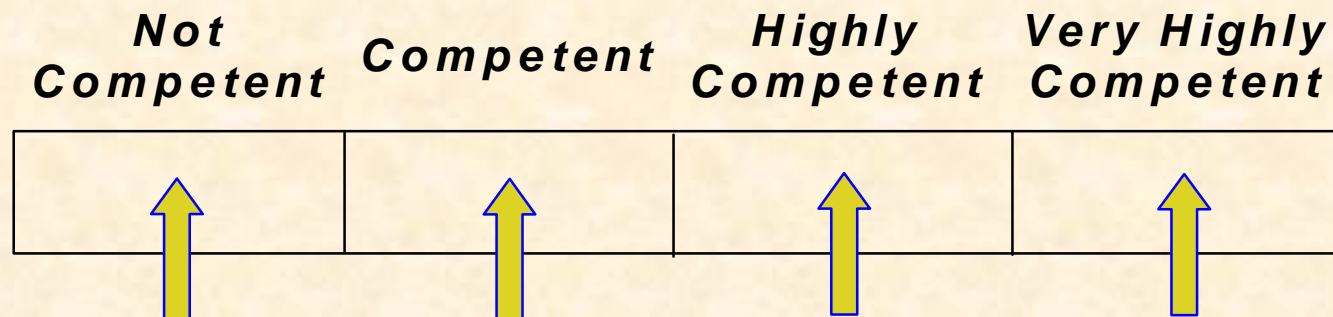
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The Process of Developing a Behavioral Interview

Develop a Competency Profile

Design Open-ended Questions that Target those Competencies.

Develop a Standardized Rating System or Scale.



Anchor This Scale with Behavioral Descriptors that Link Back to the Job Analysis.

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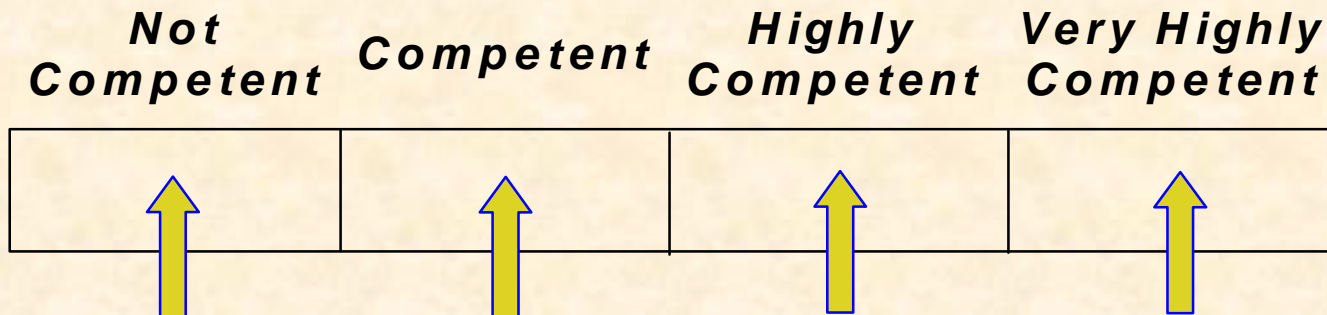
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The Process of Developing a Behavioral Interview

Develop a Competency Profile

Develop a Standardized Rating System or Scale.



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Design Open-ended Questions that Target those Competencies.

Validate the Interview

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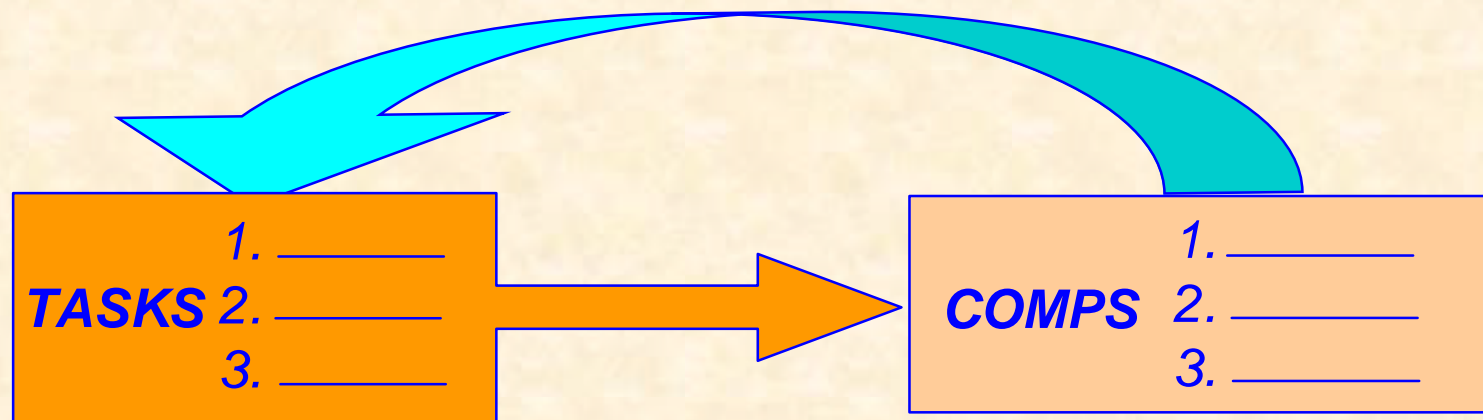
The Process of Developing a Behavioral Interview

The Job Analysis (Traditional approach)

Identify the Important and Most Frequently Performed Tasks of the Job.

Identify which Competencies are Important and Necessary at Entry into the Job.

Identify which of these Competencies is Required for the Performance of Each Task.



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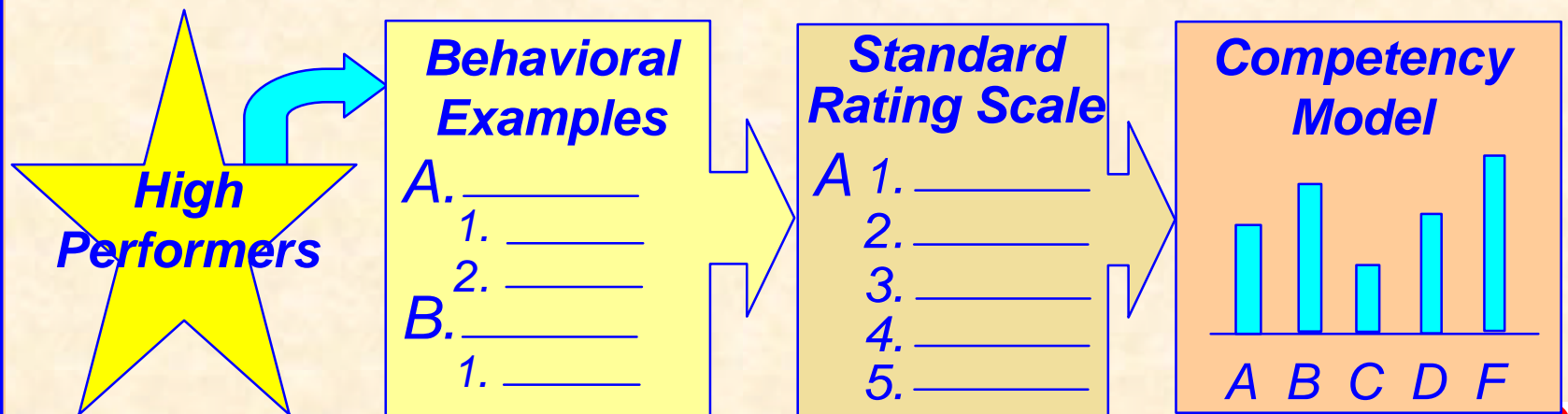
The Process of Developing a Behavioral Interview

The Job Analysis (BEI Approach)

Ask Incumbents of Known Performance Levels About Situations that Went Well.

Compare the Responses of **High Performers** to Low/Average Performers in Order to Find Out What they do Differently.

The Competencies Directly Associated with High Performance are the Ones You Want to Target.



Staffing and Productivity Solutions

Georgia Merit System



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Anatomy of a Behavioral Interview Question

Open-ended.....

C

Anatomy of a Behavioral Interview Question

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Ask Them About Similar Situations

“Describe a time when you....”

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“Give me an example of how you....”

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Anatomy of a Behavioral Interview Question

B

Solicit Specific Responses in Behavioral Terms.

B

“What did you do to resolve _____ problem?”

“How did you handle _____ situation?”

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Anatomy of a Behavioral Interview Question

Precede the actual question with a statement to setup the question.

“Speaking in front of groups is a requirement for this job. Describe a time.....”

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Anatomy of a Behavioral Interview Question

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Keep it General, Simple, and Clear.

Don't use jargon or relate to something too specific.

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Ask About Positive Behavior

Use Most, Best, or Least.

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Behaviorally Based Example

“Tell me about a time when you were given an assignment and the specifications were changed before the assignment was complete. What did you do?”

Similar Situation ?



Asking how Candidate Responded?



Applies Generally?



Avoided Unnecessary Jargon?



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Follow-up Questions

(Make Sure that the Applicant has Finished Responding.)

Use Follow-ups to Seek More Information

“And then what happened?”

“What did you do next?”

“What was the result?”

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Follow-up Questions

Use Follow-ups to Disconfirm Impressions

Whether Positive or Negative

Rater Errors

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Follow-up Questions

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Make Sure They Are Related to Prepared Question.

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Look for Negatives and/or Problems Encountered.

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Do Not Go On Until You Have Enough Information to Evaluate the Candidate!

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Control the Interview

Keep the Candidate on Track.

Don't Accept "WE".

Don't Accept Generalities.

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The Process of Developing a Behavioral Interview (Reprise)

(Example)

Self-Management

Planning

Prioritization

Coordinating Tasks

Concern for Time or Deadlines

Tracking Progress

Goal Awareness

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The Process of Developing a Behavioral Interview (Cont'd)

Rating Scale Development (content approach)

SME's →

Respond to each question at each level in scale

Not Competent

Competent

Highly Competent

Very Highly Competent

Behavioral Descriptors

Short-term focus on most important task at the time

General effort; some concern with long-term

Considers priorities; links efforts to end results.

Detailed effort achieves long and short-term goals

Planning
Prioritizing
Coordinating Tasks
Concern for Time/Deadlines
Tracking Progress
Goal Awareness



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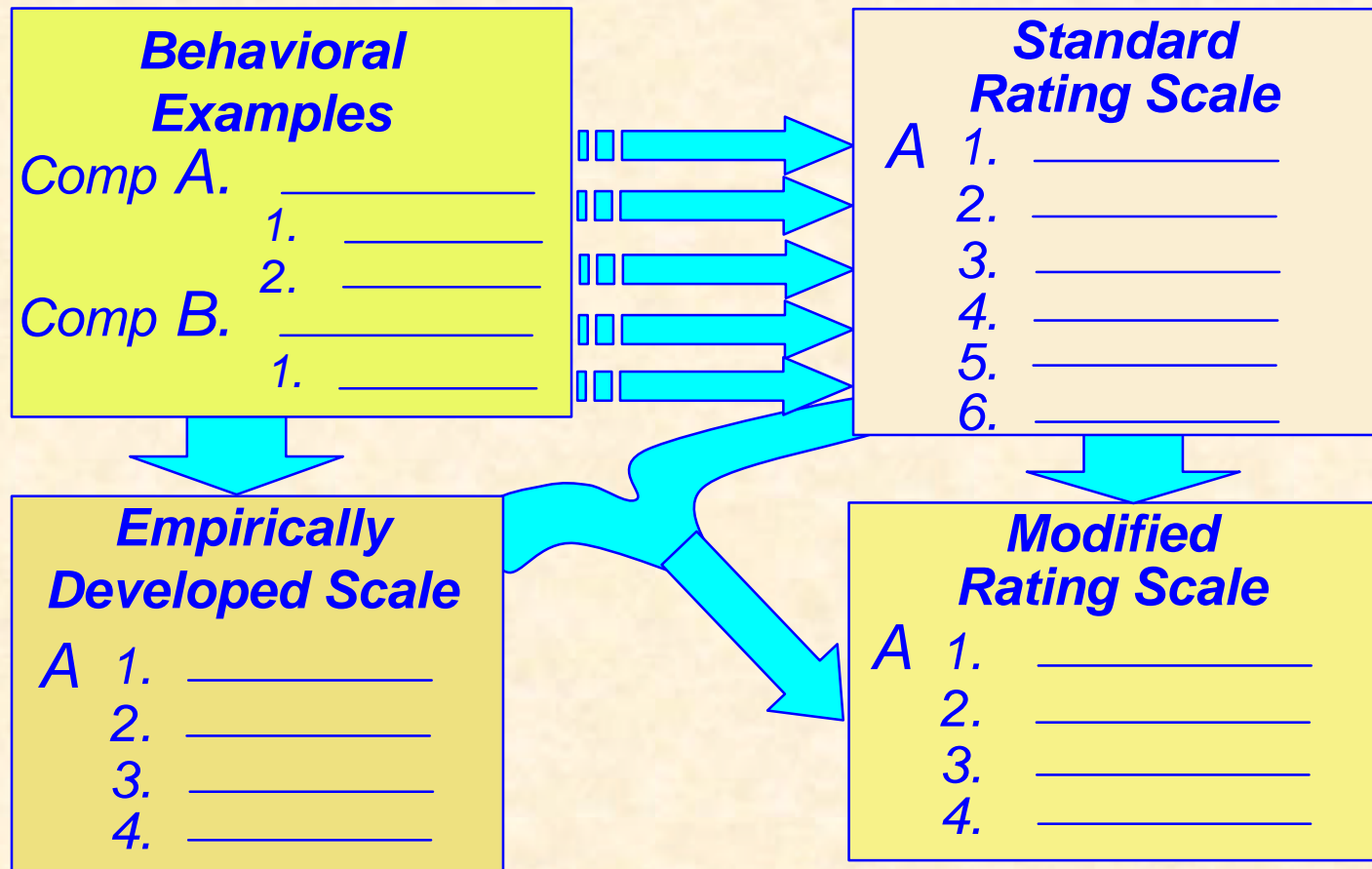
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The Process of Developing a Behavioral Interview (Cont'd)

Rating Scale Development *(empirical approach)*

Develop the scales first, based on the competency profile



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The Process of Developing a Behavioral Interview (Cont'd)

B

Validate the Interview

Try the interview on incumbents of known performance levels

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If the interview differentiates high performers from average/low performers...

It's Valid!

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Evaluating the Candidate

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Only After Interview

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Use Your Scales

Beware of Global Impressions

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Be Consistent Among All the Candidates.

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Evaluating the Candidate

Short-term
focus on most
important task
at the time

General effort;
some concern
with long-term

Considers
priorities;
links efforts to
end results

Detailed effort
achieves long
and short-
term goals

1

2

3

4

Planning

Prioritizing

Coordinating Tasks

Concern for Time/DL's

Tracking Progress

Goal Awareness

		✓	
✓			
	✓		
		✓	
			✓
		✓	

Final Rating (May use subjective
or quantitative method)

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Evaluating the Candidate

Taking Notes

Aid to memory

Documentation

Summary

Quotes

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Evaluating the Candidate

Train your raters.

Develop scripts based on behavioral examples

Videotape scenarios of role-players depicting applicants of various performance levels

Have raters apply the scales to each scenario and calibrate their ratings.

Practice, practice, practice.

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Documentation

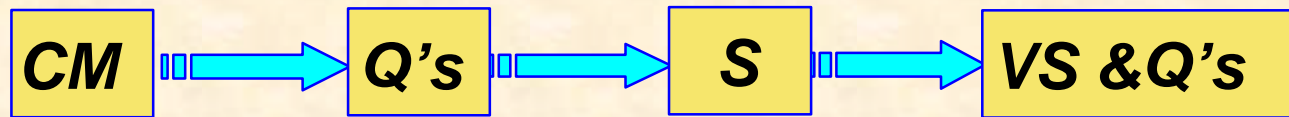
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Document

Overview of Methods Used

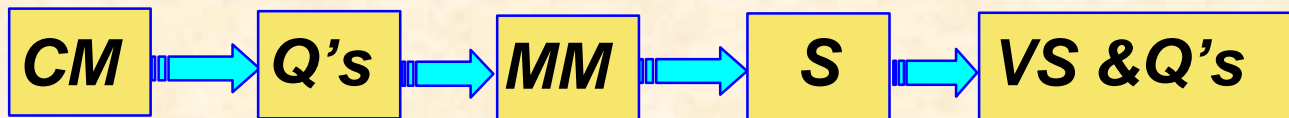
GBI



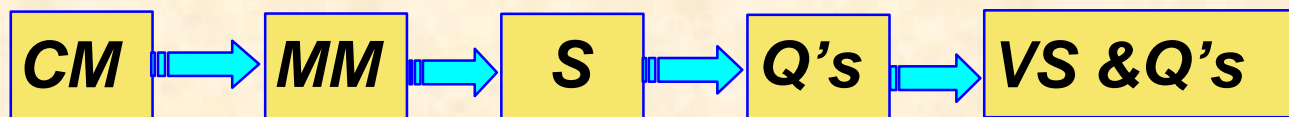
CSEA



Audits



CSEM



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About Interviews

***Only One Part of a Multi-part Process -
Should Complement Other Steps***

Two Way Street - Evaluating Each Other

***Affected by Many Legislative Acts, Including
Civil Rights Act(s), ADA***

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Benefits

Higher Productivity

⇒ *Quicker learning curve means full productivity is achieved sooner.*

Higher Employee Satisfaction

⇒ *Competencies of employees are better match to the job.*

⇒ *Lower Turnover*

Lower Training Costs

⇒ *Not as much training required to achieve full productivity*

⇒ *Not constantly retraining employees*

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Benefits

Reduced Risk of Litigation

⇒ *Fewer Terminations*

⇒ *Fewer Grievances*

Less Adverse Impact in Selection Process

⇒ *Increase Diversity while Increasing Productivity*

Greater Return On Investment

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Benefits

***Better At Achieving
Organizational Objectives***