

Competency Based Recruitment & Selection

Duration: 2 Days

Introduction

Recruiting people who can demonstrate their ability to make a contribution to the organisation is essential to your success. However, the process is costly in terms of time and resources and therefore it is critical that the process enables recognition of essential competencies.

There is an increasing demand to select people who demonstrate the specific competencies required for the role and fit in with the wider context of working within the organisation, do they align with the organisation's values, and how effective are they when building relationships with colleagues and customers? A competency-based approach enables you to identify the actual performance required to make delivery of the job successful.

The Competency Based Approach

This style of interviewing enables a candidate to show how they would demonstrate certain behaviours/skills in the work place; by answering questions about how they have reacted to and managed previous work place situations.

By using past experience a potential employer can predict future behaviour that is relevant to their needs

This practical two day Recruitment & Selection event will provide individuals with guidance in the skills and techniques essential to planning and conducting successful competency based selection interviews

Course Aim

This course is designed to provide practical guidelines and skills development in the preparation and behavioural techniques to achieve successful and strategically beneficial outcomes from selection interviews.

Learning Objectives

By the end of this course, you will have the ability to:

- ✿ Explain how competency frameworks are used for recruitment, performance management and development in an organisation.
- ✿ Specify the requirements of the vacancy and maintain focus on the interviews primary objectives
- ✿ Design and develop an effective well-structured competency based interview.
- ✿ Capture and evaluate interview evidence objectively. Make effective decisions about each candidate based on the information gained during the interview
- ✿ Break the job tasks, outputs, skills and experience into competencies and behaviour indicators to indicate what will be required of the successful applicant in order for them to perform effectively within the job.
- ✿ Identify the skills, knowledge and appropriate behaviours to support the future needs of the organisation
- ✿ Determine the most appropriate method of assessing an individual against each competency and select assessment methods to enable valid assessment

and select the most suitable candidate Identify, record and judge evidence of competence through exercises

- ✿ Formulate effective questioning techniques to elicit information

Method & Approach

The programme is highly interactive and you will benefit from the range of activities including, group discussion, and opportunity for individuals to prepare for recruitment and practice their interview technique.

The pre-requisites for this course require participants to be involved in identifying the requirements of a position in the organisation, developing written criteria to assess those requirements and interviewing to assess candidate ability against criteria.

i If the organisation has a competency framework then the programme will be designed to utilise the framework and enable delegates to prepare for the actual vacancies that they seek to fill

Course Content

What are competency frameworks and how they can be used in recruitment?

- ✿ Competency based selection the process
- ✿ Using job descriptions and person specifications what do they tell us?
- ✿ Breaking the requirements of the job into a competencies required to perform the role effectively:
- ✿ Natural competencies - personality traits and characteristics that enhance performance in the role
- ✿ Acquired competencies –skills and knowledge that the individual has attained or developed such as qualifications and experience;
- ✿ Adapting and transferrable competencies - how the individual has applied themselves during their career
- ✿ Considering the future requirements of the role
- ✿ Formulating evidence based questions
- ✿ What difference the approach will make to the way you attract and select staff

Assessment Methods

- ✿ Considering assessment tools and techniques that are relevant to the job
- ✿ Competency-based interviews
- ✿ Personality questionnaires
- ✿ Psychometric testing
- ✿ Presentations
- ✿ Work simulation tests
- ✿ Group exercises
- ✿ Case Studies
- ✿ Designing specific performance assessment scenarios and questions

- ✿ Defining and agreeing the standards and evidence of performance required for the job
- ✿ Constructing selection stages to gather evidence from candidates relating to the competencies defined as necessary for success
- ✿ Selecting and preparing the assessment panel

Preparation & Planning for Competency-Based Interviews

- ✿ Providing advice for the candidate – guidance: how can they provide evidence of demonstrating the competencies
- ✿ Designing the interview framework around the competency framework
- ✿ Methods for recording information from the candidate and evaluating it against the behavioural requirements of the role.

Interview Review & Decision Making

- ✿ Preparing the panel.
- ✿ Ensuring consistency and coordination when there is more than one interviewer.
- ✿ Planning your agenda. Liaison with others involved in the process. The role of the HR department, assessing their information requirements.
- ✿ Assess ability and potential in a candidate against your selection criteria. Making the selection decision.
- ✿ Balancing time and removing interruptions.
- ✿ This is not an interrogation – ensuring 2 way communications.
- ✿ Putting the applicant at ease and explaining the process.
- ✿ Describing the role, responsibilities and tasks, skills, knowledge and attitude.
- ✿ Looking for evidence of your requirements. Exploring candidate needs and wants - Recognizing candidate needs and wants aspirations and motivation
- ✿ Capturing and evaluating Interview evidence