HIRE

Behavioral Competency Based Interviewing Handout

I. Interviewing and Hiring
Skills versus Competencies

Types	Definition	Example
What is a Skill?	- Proficiency, facility, or dexterity that is acquired or developed through training or experience - The ability, coming from one's knowledge, practice, aptitude, etc., to do something well - An ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills) - A skill is the learned capacity to carry out pre-determined results - A learned ability to bring about the result you want, with maximum certainty and efficiency **So, a Skill is something Learned in order to be able to carry out one or more job functions**	**Programming Skills** – need the skill to write the program in a specific language. Learning Java, C++, C# etc. is a **Skill.**
What is a Competency?	- A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation - Competencies refer to skills or knowledge that lead to superior performance - Measurable skills, abilities and personality traits that identify successful employees against defined roles within an organization - A competency is more than just knowledge and skills. It involves the ability to meet complex demands, by drawing on and mobilizing psychosocial resources (including skills and attitudes) in a particular context - A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully - Competencies specify the "how" (as opposed to the what) of performing job tasks, or what the person needs to do the job successfully **Competencies, therefore, may incorporate a skill, but are MORE than the skill, they include abilities and behaviors, as well as knowledge that is fundamental to the use of a skill**	**Programming Competencies** – to effectively write a computer program one needs good analytical, logical and interpretive ability as well as the skill to write the program in a specific language. The underlying ability to use that skill effectively Is analytical, logical and interpretive ability are the **Competencies**.

I. Interviewing and Hiring
Manager's Goal for Interviewing: "**The Candidate Assessment**"

Types	The Candidate Assessment	Definition	Sample Questions
Technical Competencies	Does the candidate possess the **knowledge, skills,** and **abilities** necessary to be successful in this position and at UMMS?	Knowledge, skill & ability required for successful accomplishment of a job or task.	What development tools have you used? How would you rate your key competencies for this job?
Behavioral Competencies	Will the candidate **"fit"** and **thrive** in the department and in the overall UMMS culture?	Helps define a candidate's behavioral strengths that could predict future successes in the workplace.	Describe a time on any job in which you were faced with stresses which tested your coping skills. What did you do?

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I. Interviewing and Hiring
What is Behavioral & Competency Based Interviewing?

Types	Definition	Sample Questions
Competency Based Interviewing	• Knowledge, skill & ability required for successful accomplishment of a job or task. • In a competency interview, the interviewer will tell you the specific skills required for the job and then ask you to describe your abilities in those areas.	What development tools have you used? How would you rate your key competencies for this job?
Behavioral & Competency Based Interviewing Model	• Behavioral and Competency Based Interviewing is the process of engaging applicants in an interview process by identifying key leadership competencies required for success in the job, and developing behavioral specific questions to target and assess employee performance in previous jobs. • The interviewer is assuming that your past actions or behaviors are a good indication of how you can be expected to perform in the future. • Helps define a candidate's behavioral strengths that could predict future successes in the workplace. • A behavioral interview poses questions about specific previous work experiences. • The interviewer focuses on specific open-ended questions targeting the position's key knowledge, skills, abilities, competencies and fit. • The interviewer probes further with drill down questions to seek specific actions, results and learning outcomes (based on candidate's experience).	Describe a time on any job in which you were faced with stresses which tested your coping skills. What did you do?

I. Interviewing and Hiring
Behavioral Based Interviewing Model

- The interviewer **frames the interview questions** using the **STAR** Model format to assess the candidate.

Types	Description	Sample Questions
Situation	Describes a situation and context of the story	Describe a time where you had to interact with a difficult client.
Task	Highlights a specific task to complete	Describe a time where you were given a difficult problem to solve.
Action	Action taken to complete the task	How did you handle it?
Result	Result of the action taken	What was the end result?

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