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# ASSESS for SUCCESS

How competency-based interviews can add  
value to your assessment centre

# Overview

- o The relationship between competencies and performance
- o CBI's and AC's – are we measuring the same thing?
- o An overview of the sample and methodology
- o Results and conclusions

# Performance and Competencies

- Well-known that structured interviews are more valid and reliable than unstructured
- CBIs and AC's have been found to have similar validities when predicting performance
- Lowry (1994) goes so far as to recommend the CBI as a replacement for an AC, citing lower costs as a benefit

# CBI's vs AC's

- o Few studies could be found that examine the consistency of competency dimensions across measurement methods
- o One study by Wilkie, Robertson and Allan (2005) found a correlation of between .01 and .26 between written self-ratings of competencies and AC results
- o This study seeks to examine the relationship between CBI and AC results using the same set of competencies

# Sample

o **n=61** from a South African governmental organisation

o 70.5% male; 29.5% female

o Ethnicity:

White	23%
African	19%
Indian	08%
Coloured	18%

# Dataset

- CBI which measures five competencies
  1. Investigation Planning
  2. Written Communication
  3. Navigating Complexity
  4. Leading Teams
  5. Problem Solving
- CBI also takes into account Qualification and Experience
- Each candidate is scored by members of the interview panel, individual scores on each competency are weighted and a total score is calculated

# Other psychometric tools

- o PPA – behaviour
- o TEIQue – emotional intelligence
- o TST – learning potential
- o AC – two written exercises that cover the same competencies assessed by the CBI.

# Research questions

- o Do CBI's statistically correlate with written competency assessments?
- o Do results from CBI's correlate with psychometric results?
- o Which assessments predict performance on CBI's?



# Statistics

- Kendall's tau-b correlations
- Backwards regression to identify change in R squared for all predictors
- Given the small sample size, the regression is exploratory only

# Competencies – Written vs Interview

- Investigation Planning on the CBI correlated significantly with all of the written competencies
- Having a higher qualification (as scored during the CBI) also correlated with higher scores on the written competencies of Investigation Planning and Navigating Complexity
- Very low correlations competency to competency, e.g. Problem Solving  $-.104$ ,  $p=.308$

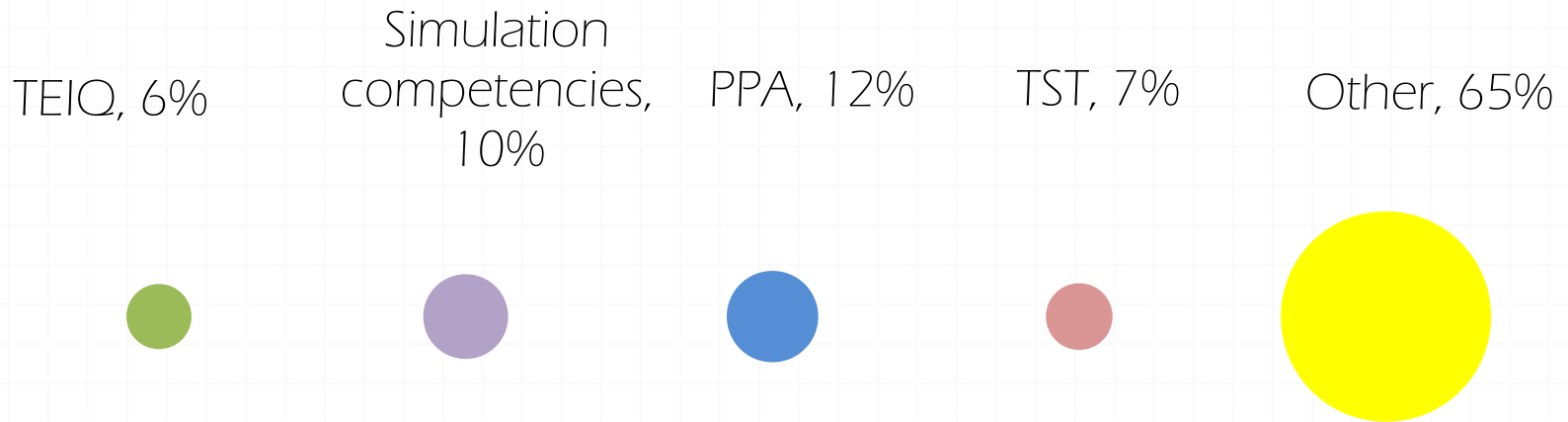
# Correlation – Written competencies vs Psychometrics

- Simulation results correlate significantly with all sub-tests on the TST, especially Reasoning
- Implies that written competency assessment results may be influenced by learning potential/intelligence

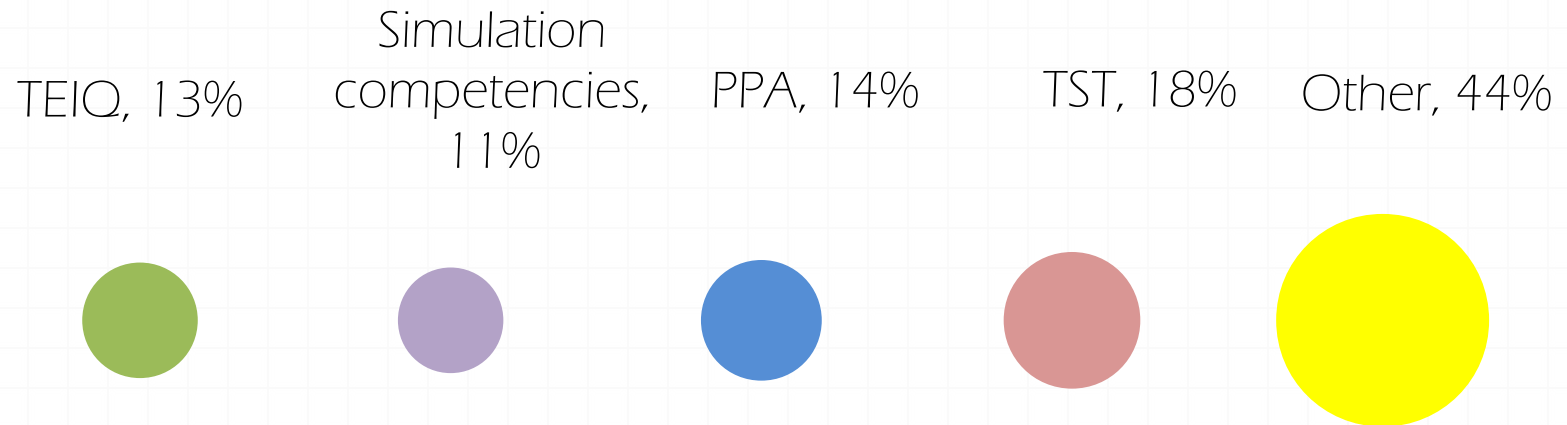
# Correlation – CBI vs Psychometrics

- On the other hand, CBI results do not correlate at all with the TST
- Instead, CBI competencies show weak but significant correlations with aspects from the emotional intelligence and behaviour assessments, e.g. the factor of influence on the PPA
- Speaks to the possibility of subjectivity/bias in CBI ratings

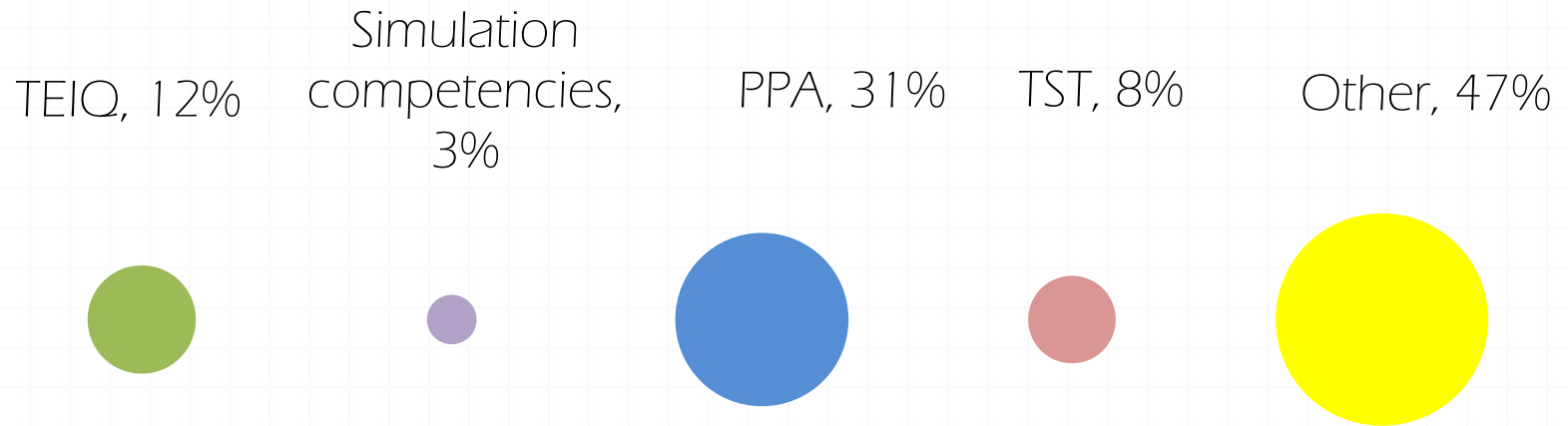
# CBI - Investigation Planning



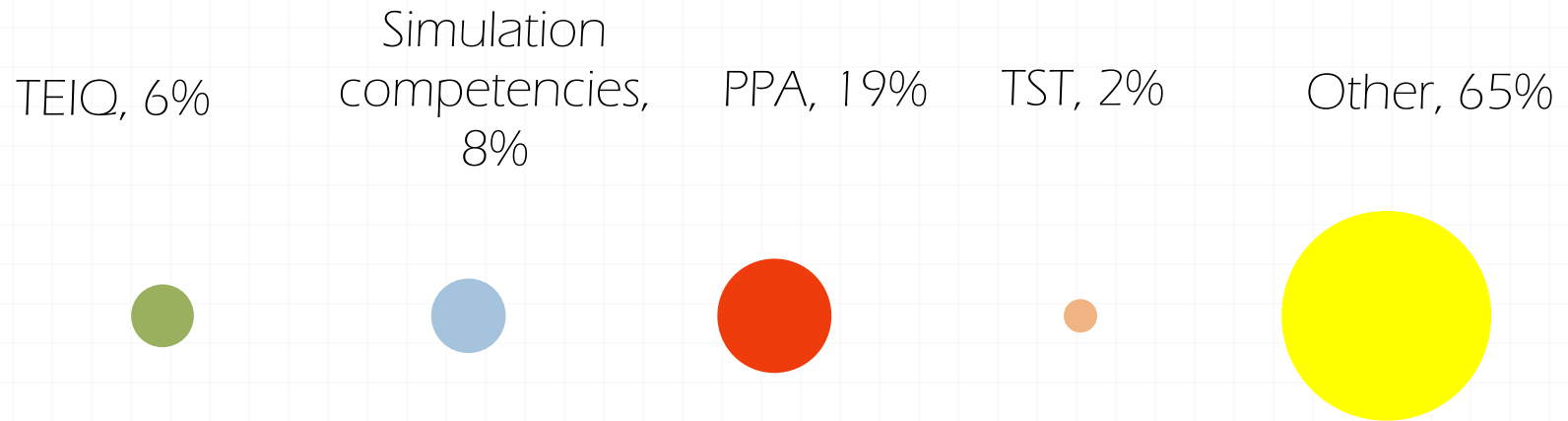
# CBI - Problem Solving



# CBI - Navigating Complexity

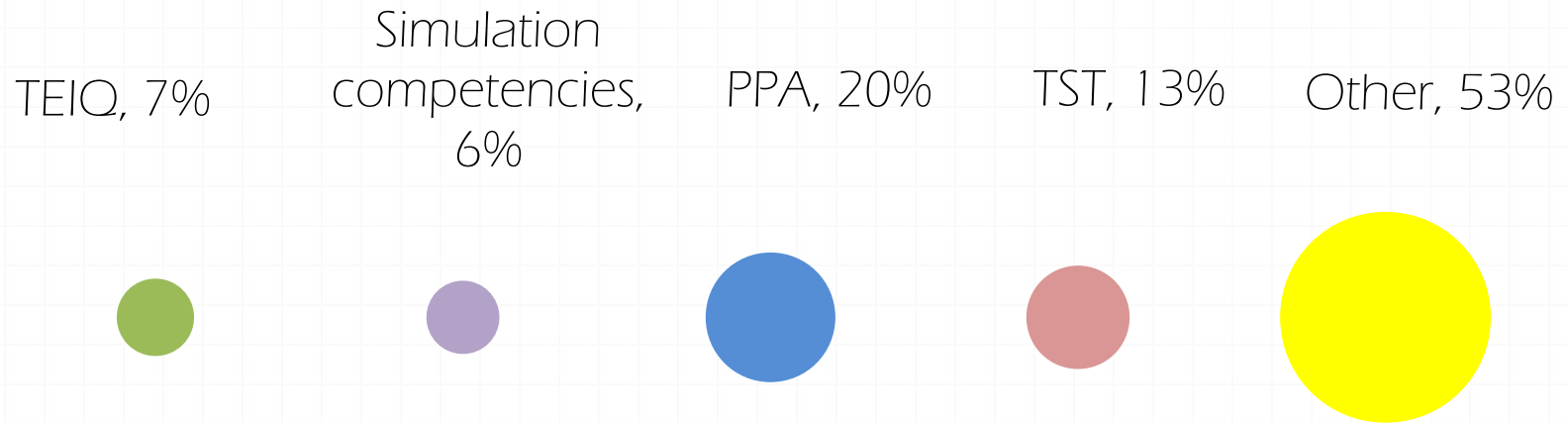


# CBI - Leading Teams and Coaching

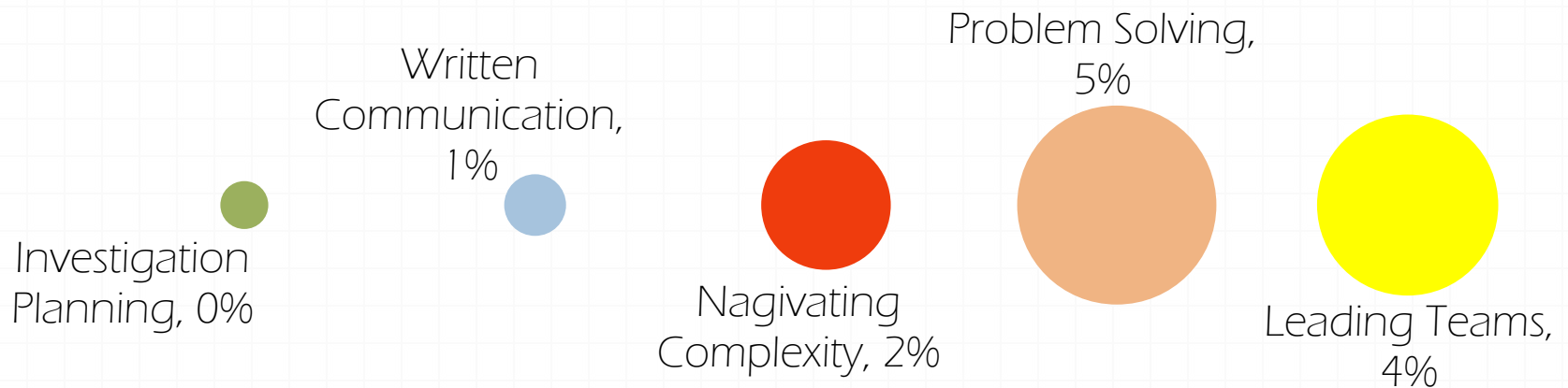




# CBI - Written Communication



# Overall Performance on CBI



# Conclusions

- There seems to be a limited relationship between AC and CBI competencies
- Behaviour and emotional intelligence assessments account for more variance in CBI results than written competency assessments
- AC results correlate with cognitive variables, while CBI results correlate with interpersonal variables
- One has to ask – are the same competency dimensions being assessed?

# Limitations

- o Method to determine R squared did not take significance into account
- o Most of the results were, in fact, ns
- o Small sample size
- o Simply an exploration into the role of CBI vs AC
- o Future studies should also incorporate performance ratings

# Thank you!

If you have any further questions or comments, please contact me:

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# References

Lowry, P.E. (1994). The structured interview: an alternative to the assessment centre? *Public Personnel Management, 23*(2), 201-215

Wilkie, D., Robertson, S., and Allan, Y. (2006). *Images of competency: self-report, assessment centre, 360 degree and personality perspectives*. Poster presented at BPS DOP conference, January 2006.