

# Conducting an objective competency-based interview

- 1. Ensure that trained personnel are involved in the process of designing and implementing a competency-based interview**
- 2. Begin with a competency based job profile**
  - Ensure that the job profile focuses on key competencies only
  - Be realistic, don't make your profile a "wish list"
  - Be specific
  - Take into account the job level
  - Use subject matter experts
- 3. Check best practice and existing competency profiles against your new job profile**
  - Sources such as <http://www.onetonline.org/> have hundreds of competency profiles to ensure that you are on the right track
- 4. Design a competency map**
  - Include expert, representative sources for competency descriptions
  - Include skills/behavioural indicators necessary for each competency
  - Include different competency levels
  - Ensure there is no adverse impact or discrimination
  - Document the process thoroughly
  - Ensure that the descriptions, behavioural indicators, sources and process is scientific and objective
- 5. Design competency questions**
  - Questions should elicit specific examples of past behaviour regarding the competency at hand
- 6. Conduct interview**
  - Open the interview by welcoming the candidate, explaining the purpose and establishing rapport
  - There should be multiple interviewers
  - Remember to probe where necessary, in order to get a full picture of events
  - Take comprehensive notes
- 7. Scoring**
  - Objectivity is key
  - Immediately after the interview, each interviewer should complete a comprehensive scoring sheet with clearly defined indicators
  - Average results and integrate with other assessments