



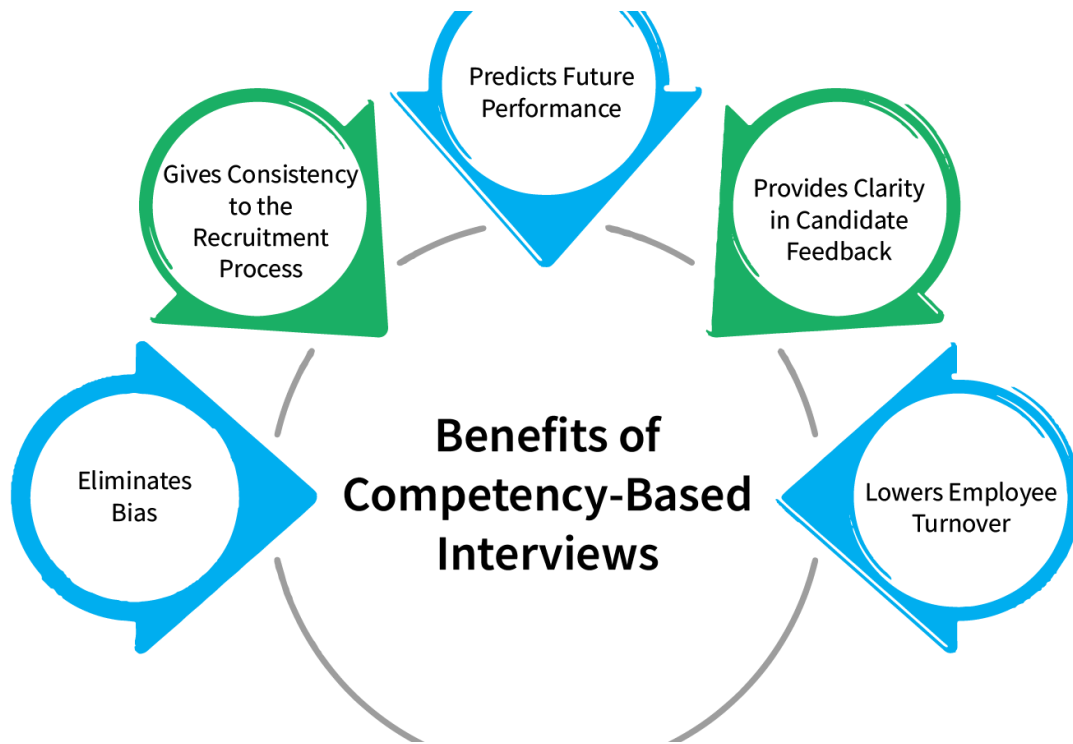
Chamber University

Competency Based Hiring



WORKBOOK

KEY POINT



Competency-based interview questions challenge candidates to draw from real-life examples to explain how they use their competencies on the job.

This style can help candidates elaborate on specific skills like:

- Risk taking
- Leadership
- Communication
- Teamwork
- Adaptability
- Character
- Attitude

This helps your hiring team go beyond candidate qualifications. This can make the distinction between two people with similar skills, making one stand out more than the other. For entry level positions, this process can help identify candidates with a desire to learn. Remember, you are building for the future.

EXAMPLES



EXAMPLES OF COMPETENCY-BASED INTERVIEW QUESTIONS

- TELL ME ABOUT A TIME YOU WENT THE EXTRA MILE FOR YOUR JOB. HOW DID YOU DO IT?
- WHAT WAS THE LAST TRAINING YOU ATTENDED? HOW DID YOU USE YOUR NEW KNOWLEDGE IN PRACTICE?
- TELL ME ABOUT THE MOST SIGNIFICANT PROJECT YOU WORKED ON. HOW DID YOU MANAGE IT, FROM START TO FINISH?
- HOW DID YOU INCREASE REVENUE AT COMPANIES YOU WORKED FOR?
- TELL ME ABOUT A TIME YOU WERE SUCCESSFUL IN DRIVING POSITIVE CHANGE. HOW DID YOU DO IT?
- DESCRIBE A TIME WHEN A MANAGER APPROACHED YOU WITH A PROBLEM THEY COULDN'T SOLVE. WHAT DID YOU DO?

Leadership Skills	How would you describe your leadership style? How will you manage an instance of violation of code of ethics? How will you manage a low performing resource?
Communication Skills	Describe a time when you had to be careful talking about sensitive information. How did you do it? How would you explain a complicated technical problem to a colleague with less technical understanding? How have you handled working under someone you felt was not good at communicating?
Integrity & Work Ethics	Discuss a time when your integrity was challenged? Will you falsify records on a senior's directive? Why/why not? Have you ever faced any instance of conflict of interest? How did you deal with it?
Conflict Resolution	Tell me about a time when you disagreed with your boss. Tell me about a time you had to respond to an unhappy customer or client.
Assertiveness	How do you differentiate between being assertive & being aggressive? Describe a situation when you had to try hard to put across your point? How did you deal with it, were you successful?
Initiative	Describe your most impactful initiative to date?

RED FLAGS



Quick, generic answers to get off the hook. The point of competency-based interview questions is to reveal real-life examples that showcase the candidate's skills. If a candidate can't describe specific situations and, instead, says something generic, like "I am collaborative," they're probably trying to avoid answering the question.

Contradictory answers. A candidate may claim they have great organizational skills. But if they describe one or more situations where they were racing against the clock to meet deadlines, they may not be answering honestly. Opt for candidates who show a steady behavior: someone who thrives under pressure and strict deadlines or someone who has excellent time management skills and performs well in an organized environment.

Self-centered answers. It's natural for candidates to promote their strengths during interviews. But, if they don't give credit to external factors (e.g. a motivating manager, a hard-working team or a supportive company culture) as reasons for success, they may have issues collaborating with others.



LEARNING BY APPLICATION



ENRICHMENT ACTIVITIES

TAKE TIME TO
DETERMINE WHO YOU
ARE...YOUR VALUES...
YOUR PRIORITIES.

Recommended Reading:

Competency Based
Recruitment and
Selection