



Core Competency Questioning and Structure

What is Competency Based Questioning

- This is sometimes referred to by people as behavioural, situational or job related interviewing.
- Competency based interviewing works on the basis that past behaviour in the workplace is a good indicator of how the candidate will perform in the future.
- Questioning is based upon how the candidate has tackled real situations in the past. For example, if the interviewer wants to know how a candidate will treat customers then it makes sense to ask questions about past interactions with customers.

Example Competency Behaviours

The first thing to do is identify which Competencies are the most important to the role for which you are recruiting, below are a list of potential competencies that relate to the behaviours required to succeed in the role.

1. Establishing Focus	16. Analytical Thinking
2. Providing Motivational Support	17. Forward Thinking
3. Team Working	18. Conceptual Thinking
4. Empowering Others	19. Strategic Thinking
5. Managing Change	20. Technical Expertise
6. Developing Others	21. Initiative
7. Managing Performance	22. Entrepreneurial Orientation
8. Communication	23. Fostering Innovation
9. Achieving Results	24. Results Orientation
10. Leadership	25. Thoroughness
11. Persuasive Communication	26. Decisiveness
12. Interpersonal Awareness	27. Self Confidence
13. Influencing Others	28. Stress Management
14. Building Collaborative Relationships	29. Personal Credibility
15. Customer Service	30. Flexibility

Example

Once you have established a Competency that is relevant:	Customer Service
Then you need to identify a behaviour that is important:	Building rapport with customers
Then identify a Question that will illicit evidence of that behaviour:	Q: Give me an example of a customer relationship that is positive?
Then follow up questions will uncover how the situation unfolded:	<ul style="list-style-type: none"> ○ How did you establish trust? ○ What made it positive? ○ How does the candidate do this?

Example Competency Based Questioning Framework

Below are some examples that follow the same method for structuring the questioning.

Competency: Customer Service

You should edit this section to customise it to the role you are looking to fill.

Explain to candidates that you will be asking questions about their experience of customer service and what it means to them.

In this section you are looking for evidence that the candidate practices good customer service principles. Examples may include:

- Takes responsibility when handling internal and external customers
- Listens carefully to customers to understand their needs
- Constantly seeks opportunities to improve customer service
- Empathises with customers
- Communicates with customers effectively

Examples :

- Building rapport with customers
Q: Give me an example of a customer relationship that is positive?
 - How did you establish trust?
 - What made it positive?
 - How does the candidate do this?
- Dealing with difficult customers or situations
Q: Tell me about an unreasonable request that you had from a customer.
 - Why was it difficult?
 - What happened?
 - How did the candidate handle it?

1-Unsuitable	2-Weaknesses	3-Minor Shortfall	4-Good	5-Strong
Notes:				
Score: _____				

Competency: Team Working

You should edit this section to customise it to the role you are looking to fill.

Explain to candidates that you will be asking questions about their experience of working with other people.

In this section you are looking for evidence that the candidate works well in a team. Examples may include:

- Adopt a professional approach with colleagues.
- Identifying where colleagues may need help and providing it without being prompted.
- Contributing views and opinions appropriately
- Listening to and respecting the contributions of others.
- Sharing resources, knowledge and information for the benefit of the team and its results.

Examples :

- Being part of an unsuccessful team
 - Q:** Give me an example of a time when you had to resolve conflict within your team?
 - What impact did this have on other team members?
 - Why it was unsuccessful?
 - What the candidate did about it
- Being part of a successful team
 - Q:** Tell me about the most successful team you have ever been a part of ?
 - What made it successful?
 - Who was the team leader and how did they lead?
 - What were the outcomes?

1-Unsuitable	2-Weaknesses	3-Minor Shortfall	4-Good	5-Strong
Notes:				
Score: _____				

Competency: Communication

You should edit this section to customise it to the role you are looking to fill.

Explain to candidates that you will be asking questions about their experience of communicating.

In this section you are looking for evidence that the candidate communicates well with other people Examples may include:

- Professional in dealing with customers and colleagues
- Straightforward , clear, concise communication
- Balanced listening and talking
- Handles difficult conversations openly and honestly

Examples :

- Verbal Communication with Peers
Q: Provide an example of when you had to convince another team member that you were right.
 - How did you convince them?
 - What were the biggest obstacles to overcome?
 - What was the result?
- Communication Breakdown
Q: Have you ever failed to communicate effectively?
 - What was your approach?
 - How did the other person react?
 - What were the outcomes?

1-Unsuitable	2-Weaknesses	3-Minor Shortfall	4-Good	5-Strong
Notes:				
Score: _____				

Competency: Leadership

You should edit this section to customise it to the role you are looking to fill.

Explain to candidates that you will be asking questions about their experience of working to targets and achieving results.

In this section you are looking for evidence that the candidate achieves the results intended. Examples may include:

- Effective delegation
- Recognising achievements and providing focused, honest and effective feedback
- Managing job performance and taking appropriate actions
- Acting as a role model
- Helping to develop individuals effectively

Examples :

- Leadership Approach
 - Q:** Tell me about a time that you took the lead on a difficult project?
 - What leadership style did you use?
 - What were the biggest obstacles to overcome?
 - What was the result?
- Mentoring & Coaching
 - Q:** Who is your biggest achievement?
 - What was your approach?
 - How did the other person react?
 - What were the outcomes?

1-Unsuitable	2-Weaknesses	3-Minor Shortfall	4-Good	5-Strong
Notes:				
Score: _____				



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