

# Competency Based Targeted Selection (CBTS)

*by*

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LEVERAGING PEOPLE FOR TOMORROW...

# Competency Based Targeted Selection



# Competencies

**Competencies are underlying characteristics that lead to superior performance. It includes Qualities, Skills, Attributes & Traits that help people to become successful.** These are behaviors that outstanding performer exhibits more often than typical performer at higher level of complexity

## **Two Types of Competencies**

**Technical** – Specialized knowledge

**Behavioral** – Deep-Seated qualities i.e. Leadership, Interpersonal Understanding etc.. It is more about how... it can be job specific, job family specific & organization specific

# What could a Competency be?

**Skill** – A learned ability how to do “What you do”

**Knowledge** – How you acquire information in a particular field

**Self image** – How you see yourself

**Values** – What you consider as important

**Traits** – Relatively enduring characteristics – Why and How do we behave in a certain way

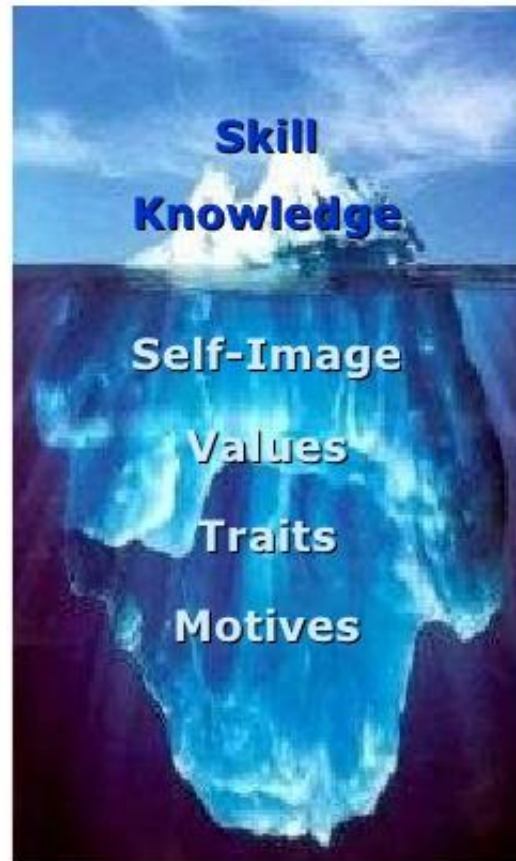
**Motives** – The psychological factors that drive behaviors

**Competency is Knowledge + Skills + Attitude + Personal Characteristics**

# THE ICEBERG MODEL

**Necessary but not  
sufficient**

**Distinguish  
effective  
performance**

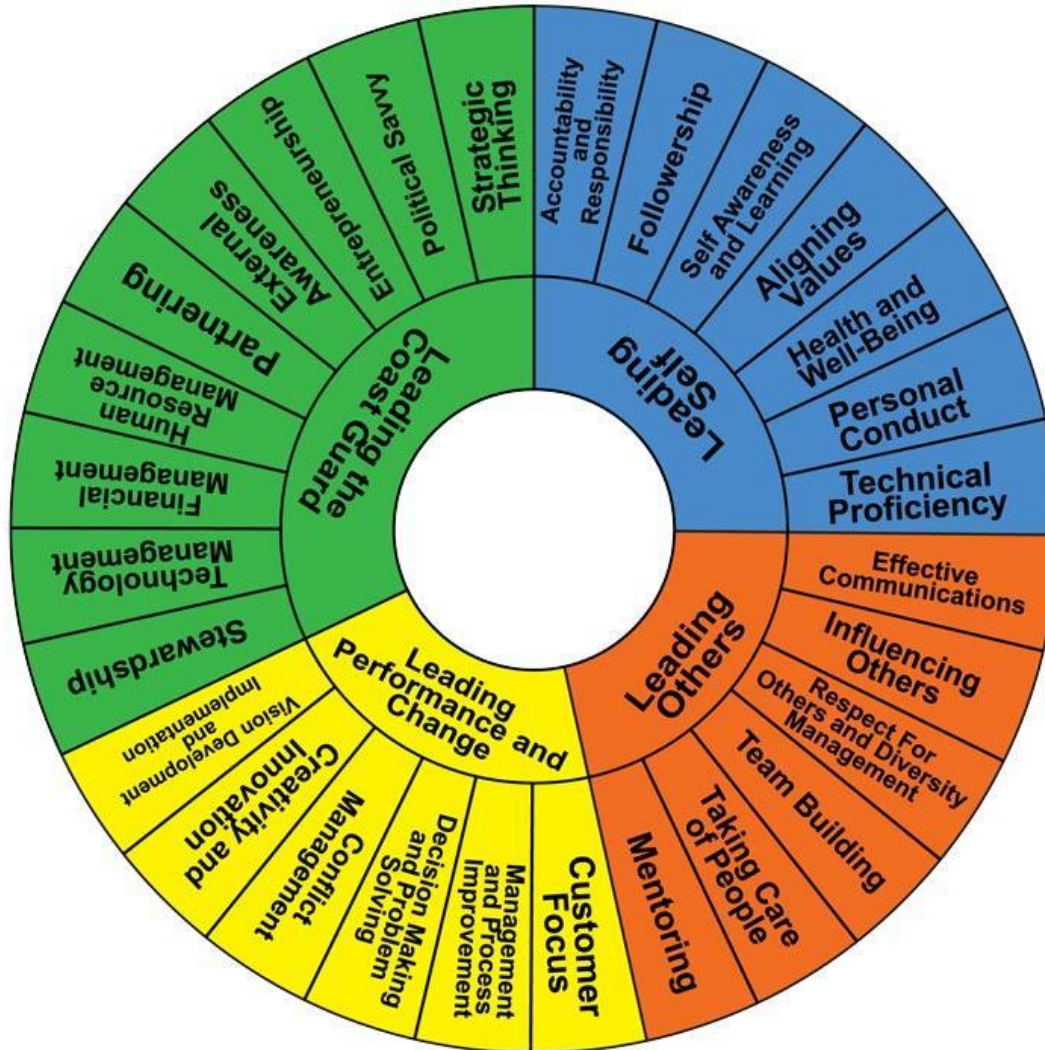


**Acquired/  
Learned  
Capabilities**

**Deeply  
seated  
traits and  
motives**



# Competencies & Leadership Wheel



# Indicative List of Competencies

- Effective Communication
- Energy & Impact
- Promote Diversity
- Nurturing & Valuing Relationship
- Developing & Empowering People
- Institution Building
- Developing Compelling Vision
- Strategic & Analytical Thinking
- Developing & an Effective Organization
- Change Catalyst
- Business Acumen & Focus on P&L
- Managing Risk & Ambiguity



# Indicative List of Competencies

- Self Belief & Conviction
- Domain Expertise
- Benchmark Work Standards & Practices
- Tech Savvy
- Governance Compliant
- Cost Effective Innovation
- Mobility
- Achievement Drive
- Sharp & Decisive
- Continues Learning
- Conflict Resolution
- Fairness openness & transparency





# Competency Levels

A Scale range between 0 & 4 indicate level of attainment for each competency within each job profile depending on the frequency of each competency of the candidate's day to day behavior

Level 0 – Lack of Competency

Level 1 – Basic display/practice of one or more competency

Level 2 – Immediate display/practice of certain competency

Level 3 - Advance display/Practice of certain competency

Level 4 - Reflect more complex & sophisticated demonstration,  
depending upon each competency

# Competencies based HRM



# The Benefit of CBTS – Micro

- Identify & Priorities Skills, Knowledge & Personal Attributes that required for the job
- Use Past & Current behavior to predict Future behavior
- Ensure Consistency and Fairness of selection process
- Maintain Job Clarity by probing into both role & personal requirements
- Provide Consistency for making recruitment decisions
- Minimize Hiring Risks
- Communicate clear expected behaviors to Job Holder for becoming Superior Performer

# The Benefit of CBTS – Macro

- Set core Organization Capabilities
- Align aggregate behaviors to Vision, Strategies, Priorities & Goals
- Promote Positive behavioral change
- Introduce High Performance Qualities (Job Specific, Job Family Specific & Organization Specific
- Encourage Workforce Society to Strengthen behavioral Weakness
- Standardize/Integrate HR measurement system (speak on behavioral performance related language)

# Competency Based Targeted Selection







# Selection/Hiring tools

- Prescreening Questions
- Written Test (Online/Onsite)
- Phone Screening
- Language Test
- Psychometric Testing
- Aptitude Test
- **Competency Based Targeted Selection**
- Group Exercise
- Presentation/Briefing
- Assessment Center



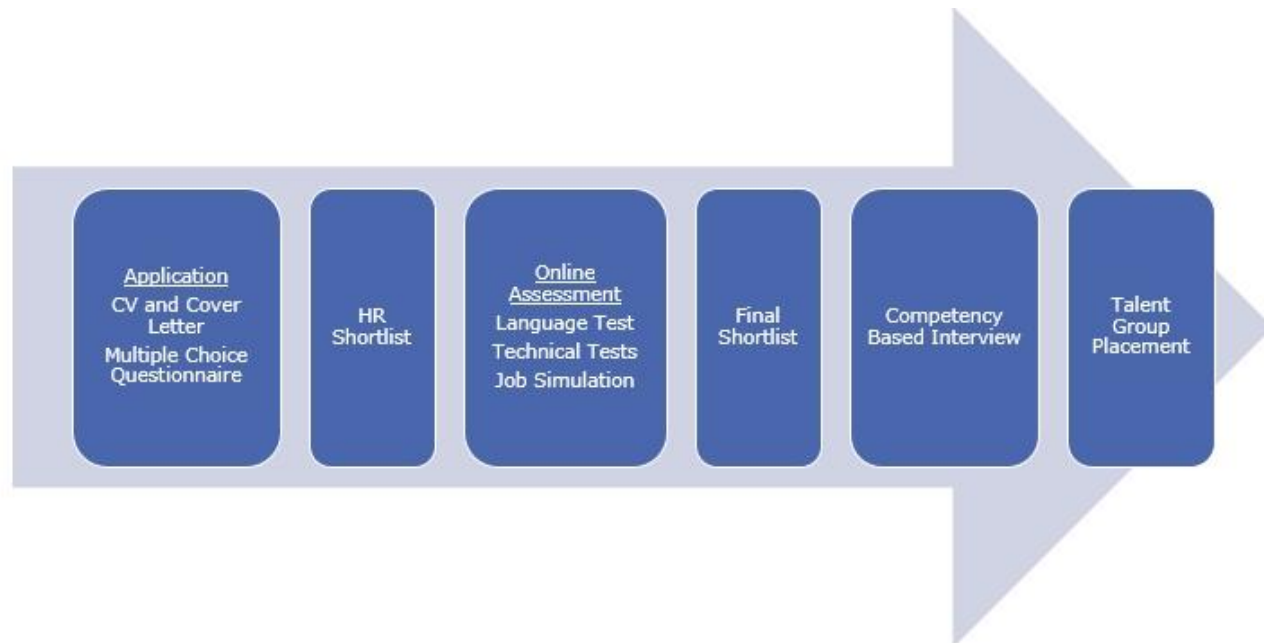
# Problem with Normal Interviews

- Questions are Unstructured & Unplanned
- Biographical Interview & Job irrelevant Criteria
- Un-trained & Biased interviewers – more dependent on Gutsy feel
- Structured means Standardized or Artificial & Inflexible
- Surface level Situational interviews
- No Rating scale / No Scoring / No Recording of Data
- Competency Based interviews - Oral
- Low on Reliability & Validity
- Focus only on IQ Tests/Appearance /Communication style

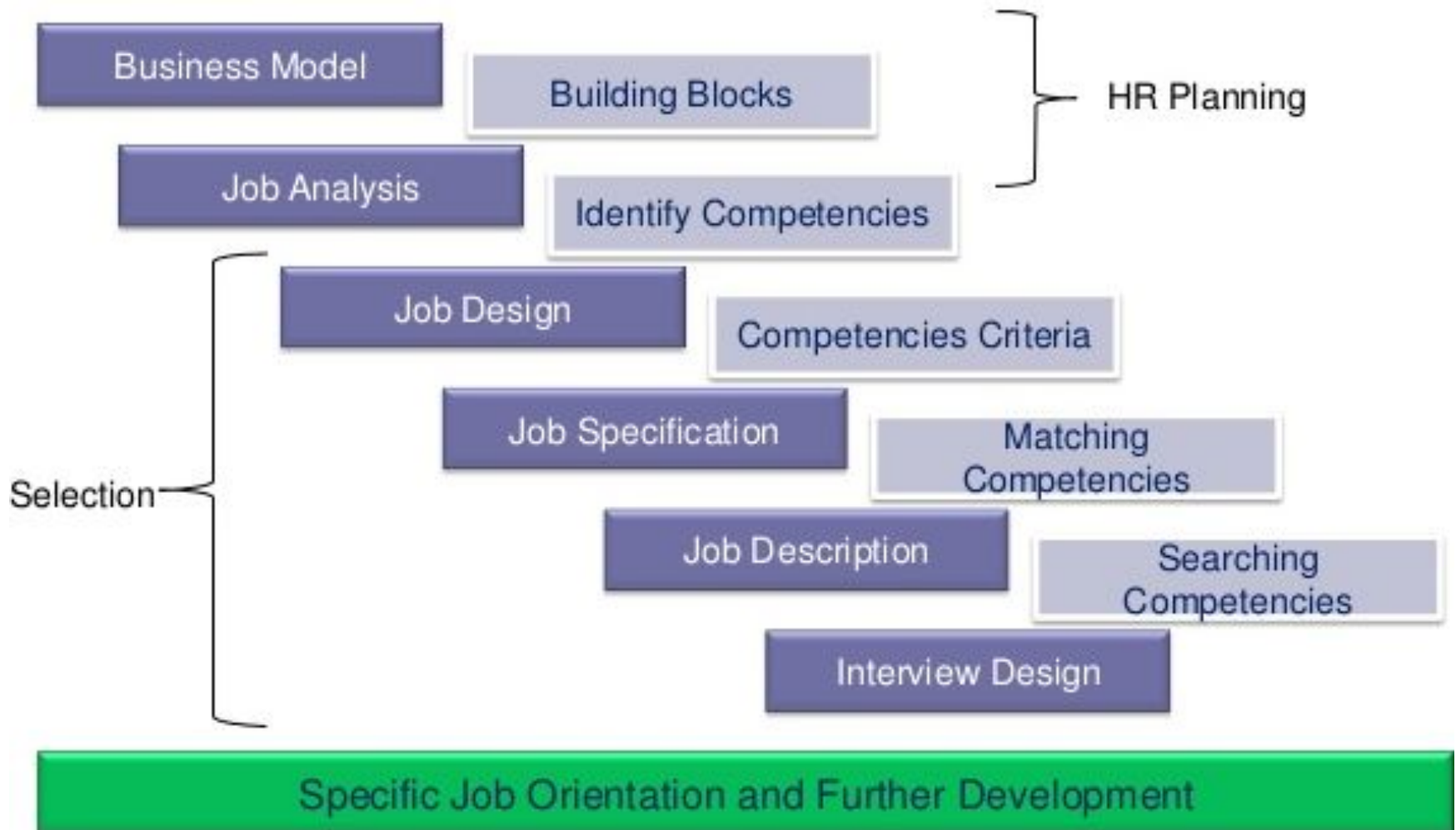
# What is CBTS ...?



- Identifying the right selection criteria through Job Analysis
- Gathering Pertinent Candidate Information
- Evaluating the Information Gathered & making an Accurate Decision



# Competency Based Selection





# Competency Based Selection Process

- Identify the required Competencies & Professional requirement
- Collaborate & discuss with stakeholders Inside & Outside
- Take into consideration the Differentiation & Specialization
- Consider the extent of Integration of Knowledge Skills & Attitudes
- Select the Assessment Tool to measure identified Competencies
- Align the Panel members to have an effective interview process & assessment of potential candidates



# Competency Based Selection Process

- Context Setting/Introduction
- Brief discussion of Job
- Competency Based Targeted Selection/ Interviewing
- Validation of Technical/Functional Skills where necessary
- Interviewee's opportunity to ask Questions
- Close out



# STAR Model for Targeted Selection



## Use the STAR Approach

**Situation** – Situation around, what was the situation...

**Task** – Objective, what were you trying to achieve...

**Action** – What you actually did & how...

**Result** - What were the outcome/benefits of your action,  
what did you accomplish & what did you learn...

It provides a framework for both developing an answer to a Behavioral Interview Question

**Look out for Complete STAR, Partial STAR & False STAR**

# STAR Model for Targeted Selection

**Compete STAR** – where individual have demonstrated all the 4 elements – Situation, Task, Action & Results in his response



**Partial STAR** – Where individual has shared part of elements such as Situation, Task & Result or Task, Action & Result or Action Result & Situation



**False STAR**-Vague Statements provides no specific, mere opinions or theoretical statements



**We must take Notes to have an accurate & complete records of candidate responses during the interview–use key words/phrases**

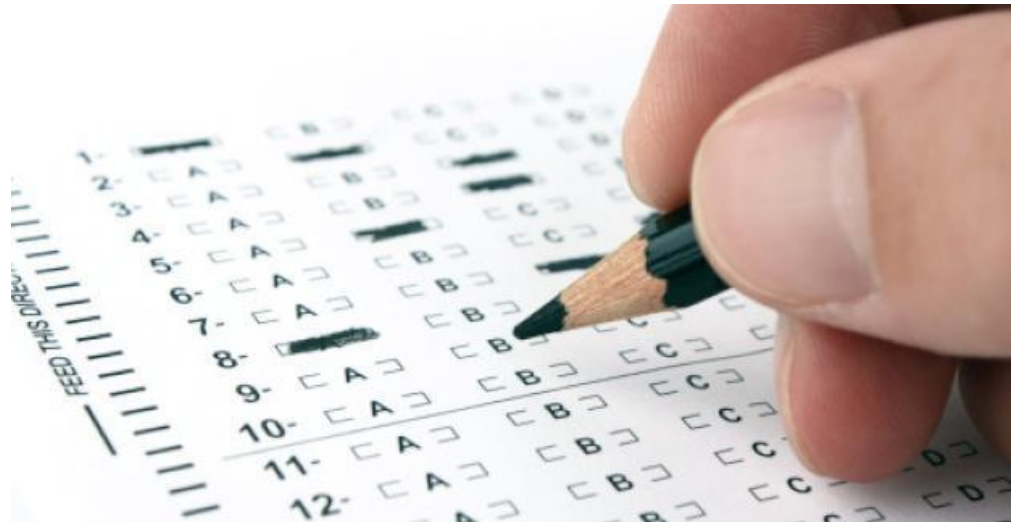
# Why CBTS ?

- Competencies are forward looking; they describe skill, knowledge & attributes that Manager need to demonstrate to build human capital & meet future challenges
- Competencies helps organization clarify expectation & define future development needs
- Questions asked are about past professional experience that can demonstrate “Candidate is Competent”
- The theory is that the past performance predicts the future Performance
- When assessing the candidate responses, panel will ascertain the depth & complexity of the responses given by the candidate
- CBTS is sometime referred to as Behavioral Event Interviewing



# CBTS Process helps to avoid

- Halo or Horn effect
- Cloning
- Inconsistency
- First Impressions
- Primary & Recency Approach
- Stereotyping
- Prejudice



# CBTS Process helps & enable to

- Drive better hiring decisions and collect and analyze data detailing the complete candidate - their knowledge, experience, competencies, and personal motivators
- Build your hiring brand by providing a more engaging interviewing experience for job-seekers. Attract your candidates-of-choice and improve offer acceptance rates.
- Lower employee turnover - as much as 30 to 40 percent
- Accelerate time-to-productivity for new hires
- Ensure your behavioral interviewing process is fair and legal

# Indicative CBTS - Questions - Sample

- Describe to us successful team work experience?
- Tell us about a time you had to organize or plan a major event?
- Tell us about a time where you had number of demands being made on you at the same time? How did you handle it?
- Describe to us a situation where you felt pressured to act in a way that would compromise your/organization Values?
- What prompted you to make those changes?
- Describe an occasion when your felt that the decision maker was not coming to right conclusion. What did you do?
- Every job experience has its disappointments. What was one of your biggest disappointment. How did you cope up ?

# Tips for Opening Interview



1. Greet the candidate, stating your name and position
2. Explain the interview's purpose: To make sure you and the candidate get the information needed to make good decisions
3. Describe the interview plan, explaining that you will:
  - Briefly review the candidate's education and work history (if assigned).
  - Ask questions to get specific information about the candidate's jobs, experiences, and knowledge

Example: "I will ask you a few behavior based questions. I am looking for specific situations or tasks from your past experiences, your role, any action you took, and the outcome of that particular situation or task."

  - Provide information and answer the candidate's questions about the organization and the position
4. Explain that you will take notes throughout the interview
5. Make the transition to the first section

# Tips for Closing Interview



Introduce the buy time question

"I'm going to ask a question that I would like for you to think about for a few minutes before answering. While you're thinking, I'll review my notes to see if there is any other information that I need or information that needs clarification.

**The question is:"**

“Considering the responsibilities of this position, where do you see your greatest potential contributions and challenges”?

Review notes:

1. Ask for candidate answer to above question
2. Ask additional question you believe will help you to clarify
3. Provide information about the position
4. Give opportunity to candidate to ask question
5. Explain the next steps for the Selection process “



# Work on Evaluation Sheet/ Rating Grid

Rate on parameters such as

1. Customer /Quality Service Orientation
2. Integrity
3. Analytical/Conceptual Thinking
4. Engagement & readiness
5. Effective Communication
6. Impact/Influence
7. Achievement Drive/Result Orientation
8. Motivation Fit
9. Cultural Fit
10. Organization Fit

**Capture observations, Individual Score & Consensus's Score**

# In nutshell ..



- It is essential to get the right man into the right job
- Cost of un-successful expense is the one organization cant afford
- Competencies can be deployed; it is important **to Assess the Gaps and Learning Ability**
- Gives the organization a tool to evaluate known qualities & quantities and see them in a different light & evaluate to make Effective Contribution to the organization

# Keep practicing CBTS ...





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