

## COMPETENCY-BASED INTERVIEWING WORKSHOP AGENDA

- Introduction/objectives
- Defining key competencies (what fulfills the job? serves the customer? fits the organization? complements the current staff?)
- Observing behavior:
  - Building on experience/how to integrate with other interviewing methods
  - Discussion of principles (e.g., comparing what someone says with what they *do*, importance of time and relationship-building to elicit customary behavior vs. "best foot forward")
  - (Paper & pencil exercises/discussion), e.g., If someone says "*I'm very cooperative and usually get the dirty jobs because of it,*" would you say s/he is: (a) highly cooperative, (b) determined, (c) sensitive to unfair treatment, or (d) other\_\_\_\_\_.
- Eliciting behavior (paper & pencil, exercises in pairs):
  - Broad, general questions ("Tell me about your former company")
  - Value-judgment questions ("How does D.C. differ from Cincinnati?")
  - Probes ("How so...?" "Because...?")
  - Reflection ("So that interested you.")
- Competency-based interviewing (review and practice):
  - Setting the climate
  - Relationship building
  - Note taking
  - Practice, observation, and feedback (works well by bringing in people from outside the session, but can be accomplished with participant role-play)
- Wrap-up:
  - Summary, next steps
  - Other applications (e.g., coaching/counseling others, self-development)