

## ASSESSMENT AND SELECTION

Competency-based recruiting systems usually focus on screening methods used to winnow a small number of strong candidates from large numbers of applicants quickly and efficiently. Assessing recruits involves special challenges, e.g., recruiters must screen many applicants a short period of time (30-minute interviews), applicants straight from college may have little work experience on which to base judgments.

Competency-based recruiting systems developed by Workitect, therefore, stress identification of four to ten core competencies that meet the following criteria:

- A. Competencies that applicants will have had the opportunity to develop and demonstrate in their lives to date, e.g., initiative.
- B. Competencies that are likely to predict candidates' long-run career success and which are hard to develop through employer training or job experience, e.g., such master competencies as Achievement motivation that are more cost-effective to select for than to develop.
- C. Competencies that can be reliably assessed using a short, targeted Behavioral Event Interview developed for this purpose.

The underlying principal of the BEI method is that the best predictor of what people will do is what they have done in the most similar, critical experiences in their lives. The BEI asks interviewees to identify the most critical situations they have encountered in their jobs or lives and describe these situations in some narrative detail: what led up to the situation; who was involved in it; what the interviewee thought about, felt, and wanted to accomplish in dealing with the situation; what he or she actually did; and the outcome of the incident.

BEI responses can be coded for the presence or absence of interviewee competencies with high inter-rater reliability and predictive validity. For example, if "collaborative team leadership" is a competency a company is looking for, interviewees might be asked, "Tell me any group experience in which you have been involved." Their responses would be coded for consensus-building versus adversarial behaviors.

Applications for the recruiting function can include:

- Integration of competencies with profiles developed by recruiting and selection task force.
- Training for company recruiters to conduct and code Behavioral Event Interviews to make screening decisions.
- Integration of applicant competency, tracking and administration information in the IHRS data base, including follow-up evaluation of new hires to ensure recruiting system effectiveness.
- Tools to support an entire selection system, including forms to use in screening interviews and forms to use in comparing and deciding among candidates.