



# COMPETENCY-BASED INTERVIEWING (CBI)

## THE IMPORTANCE OF SELECTING THE RIGHT TALENT

### The Challenge

It has often been said that the greatest strategic advantage of any organization lies not in its product, process nor technology employed but in the human capital employed – the talent selected, developed and retained. Therefore, talent selection is one of the most important strategic initiatives that determine the long-term sustainability of any organizational success. It is crucial that the selection system and processes used help us select the right talent for the right job at the right time because as Jim Collins highlighted, people are not your greatest assets, the RIGHT people are.

### The Costs and Consequences

The cost of poor hiring decisions is alarming and has serious repercussions on the person employed, managers, colleagues and even customers. Implications include, but not limited to inability to perform, low motivation and morale, affecting the performance of others and teamwork, customer complaints and dissatisfaction, high employee turnover, high cost of training and coaching, not to mention the need to constantly cover up for the non- performing staff. It is financially and emotionally draining.

### DURATION

2 Days

### DATE

24-25 November 2022

### TIME

9.00 am - 5.00 pm

### FACILITATOR

Mr. A. Subra  
Mr. Sim Bock San

### TYPE OF TRAINING

Remote Online Learning

### FEE

RM1,400 per pax

## COURSE OBJECTIVES

Upon completion of this programme, participants should be able to:

- Understand the requirements for job success (competencies) and use them as selection criteria
- Acquire interview techniques, tools and approaches to gather accurate and relevant competency-based data
- Develop effective interpersonal skills to build rapport and leave a positive impression on interviewees
- Apply process and interaction skills to effectively manage challenging interview situations
- Learn to categorize, analyze and evaluate interview data for accurate hiring decisions
- Integrate interview data with other interviewers, reach consensus and make a final hiring decision.

## LEARNING APPROACH

Instructor led Best-in-class Concepts and Approaches Sharing, Job-Based Exercises, Job Specific Skill Practice/Role Plays, Individual/Group Presentations, Group Debriefs & Feedback, Post-workshop applications

## ASSESSMENT

- Quizzes

## TARGET GROUP

Senior Leaders, HODs, Managers, Supervisors, Line Leaders and those involved in Talent Selection, Interviewing and Recruitment

## COURSE CONTENT / OUTLINE

### CONSEQUENCES OF POOR HIRING DECISIONS

- Productivity, Morale, Image, Business Continuity

### REQUIREMENTS FOR JOB SUCCESS – COMPETENCIES

- Definition and Types

### TECHNIQUES TO GATHER BEHAVIOR-BASED DATA:

- Competency-based Questions
- EAR Concept
- Types of EARs
- Follow-up Techniques

### NOTE TAKING

### CREATING THE RIGHT ENVIRONMENT

- Building rapport with interviewees
- Managing the interview

### COMPETENCY-BASED INTERVIEW GUIDES

- Opening, Background review, CBQs, Closing

### BRIEFING ON INTERVIEW PRACTICE

- Roles & responsibilities of the interviewers

### INTERVIEW PREPARATION

### INTERVIEW PRACTICE

#### GROUP FEEDBACK & DEBRIEF

- Interviewers share their experiences
- DOs and DON'Ts of Interviewing
- Body Language to watch for in interviews

#### INTERVIEW DATA EVALUATION

- Analyzing & categorizing interview data
- Interviewers to evaluate interviewee's suitability for the job

#### INTERVIEW DATA INTEGRATION

- Integrating interview data and ratings with other interviewers
- Interviewers to reach consensus on ratings
- Interviewers to present final decision on interviewees

#### MAKING HIRING DECISIONS

- Other important factors to consider

#### OTHER TYPES OF INTERVIEWING TECHNIQUES

- Traditional, Situational, Guestimate



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