Preparing for Competency - Based Interviews

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Objectives

- What is a competency-based interview?

- Why are CBIs used?

- UNDP Core Competencies

- What types of question are considered competency-based?

- STAR-L, START and CAR

- Practical example

- Video Interviews: Synchronous & Asynchronous

- Practical Tips

What is a competency-based interview?

FUTURE

PAST

Why Use Competencies?

Designed to see how you've demonstrated a competency in the **PAST** to predict how you might react in a similar situation in the **FUTURE.**

What do CBIs Look Like at UNDP?

Video Conference/Telephone/Face-to-Face

45-60 minutes

4-5 questions

3 interviewers/panelist

Hiring Manager

Technical Expert

HR Representative

Rep from another Dept or Agency

Note-taker

Synchronous Interviews

Types of Video Interviews

Synchronous Interviews

Synchronous interview = interviewer and interviewee are online at the same time

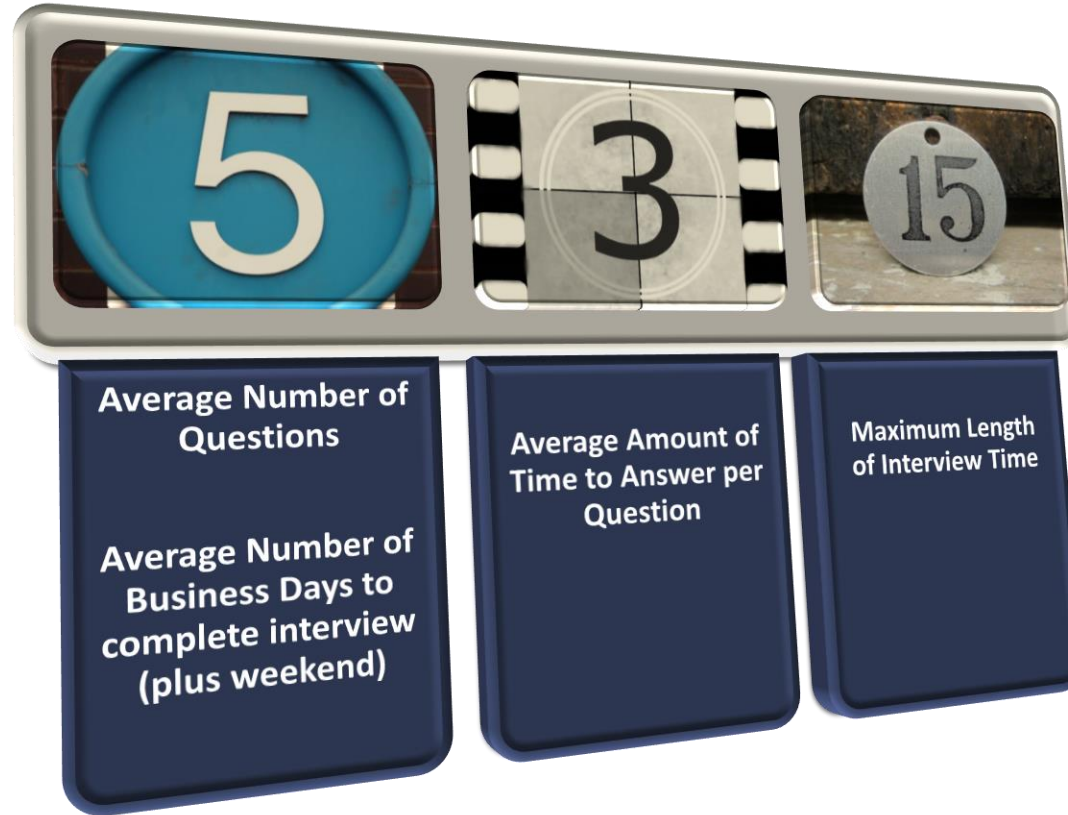Video Conference Interviews or interview via Skype are typical examples

Asynchronous Interviews

Asynchronous interview = interviewer and interviewee are **not** online at the same time
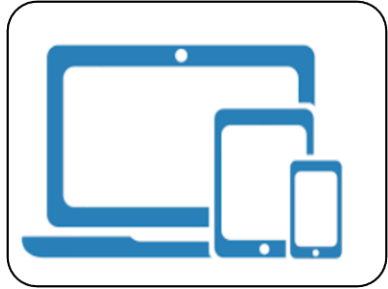
Typically used for **pre-screening purposes**

This session contains tips for both Synchronous and Asynchronous video interviews. Should certain tips be more relevant for one over the other, you will find the green dot or both dots on the slide.

What are Asynchrounous Interviews Typically Like?

Average Number of Questions

Average Number of Business Days to complete interview (plus weekend)

Average Amount of Time to Answer per Question

Maximum Length of Interview Time

Asynchronous Interviews

What is a Video Pre-Screening Interview?

Interviews can be completed via camera-equipped computer or mobile devices

Most candidates complete interviews at home
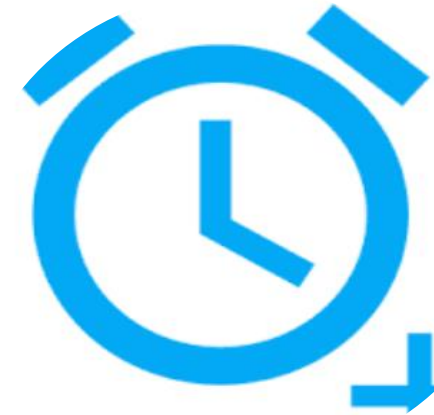
You complete interview by yourself

Asynchronous Interviews

What Happens if I am Selected?

Asynchronous Interviews

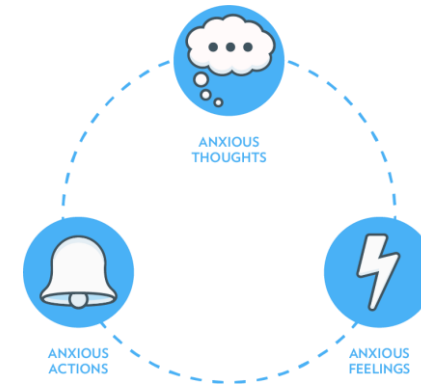1. You should receive an Invitation **Email**

2. **Instructions** should follow with info on what to expect

3. Close to the date, you should receive a **Reminder** Email

Increasing Your Level of Comfort with Video Interviews

- It's natural to be nervous. Prepare well and use it to your advantage.

  - Frame anxiety as excitement

  - Opportunity mind-set versus threat mind-set

- Review job description and anticipate questions

- Be ready for technical and non-technical questions

Asynchronous Interviews

Synchronous Interviews

Get Excited: Reappraising Pre-Performance Anxiety as Excitement by Alison Brooks
Journal of Experimental Psychology: General © 2013 American Psychological Association
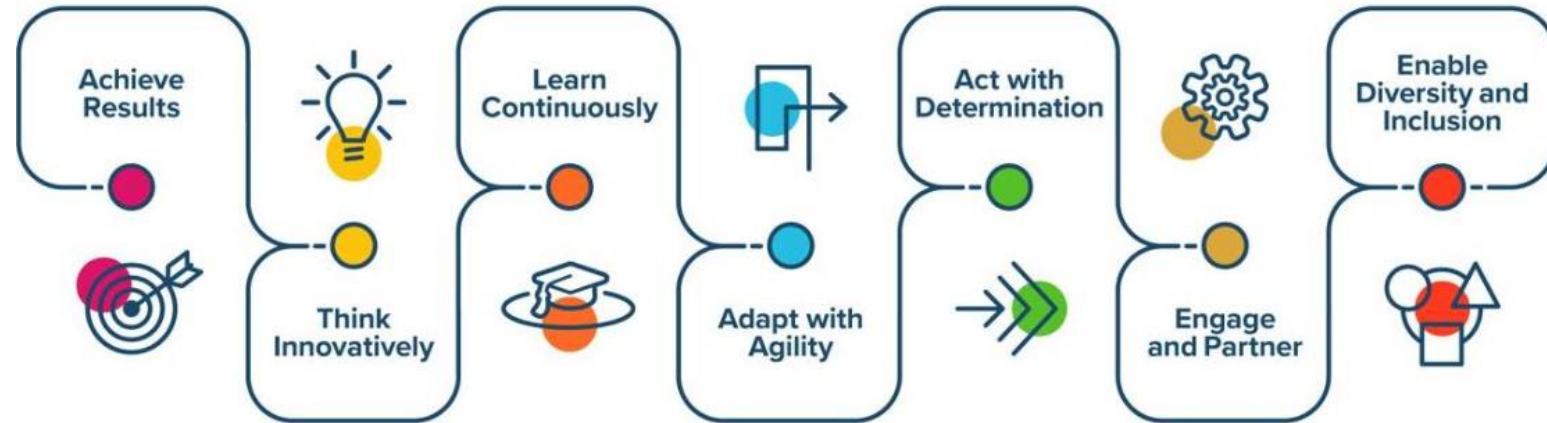2014, Vol. 143, No. 3, 1144–1158

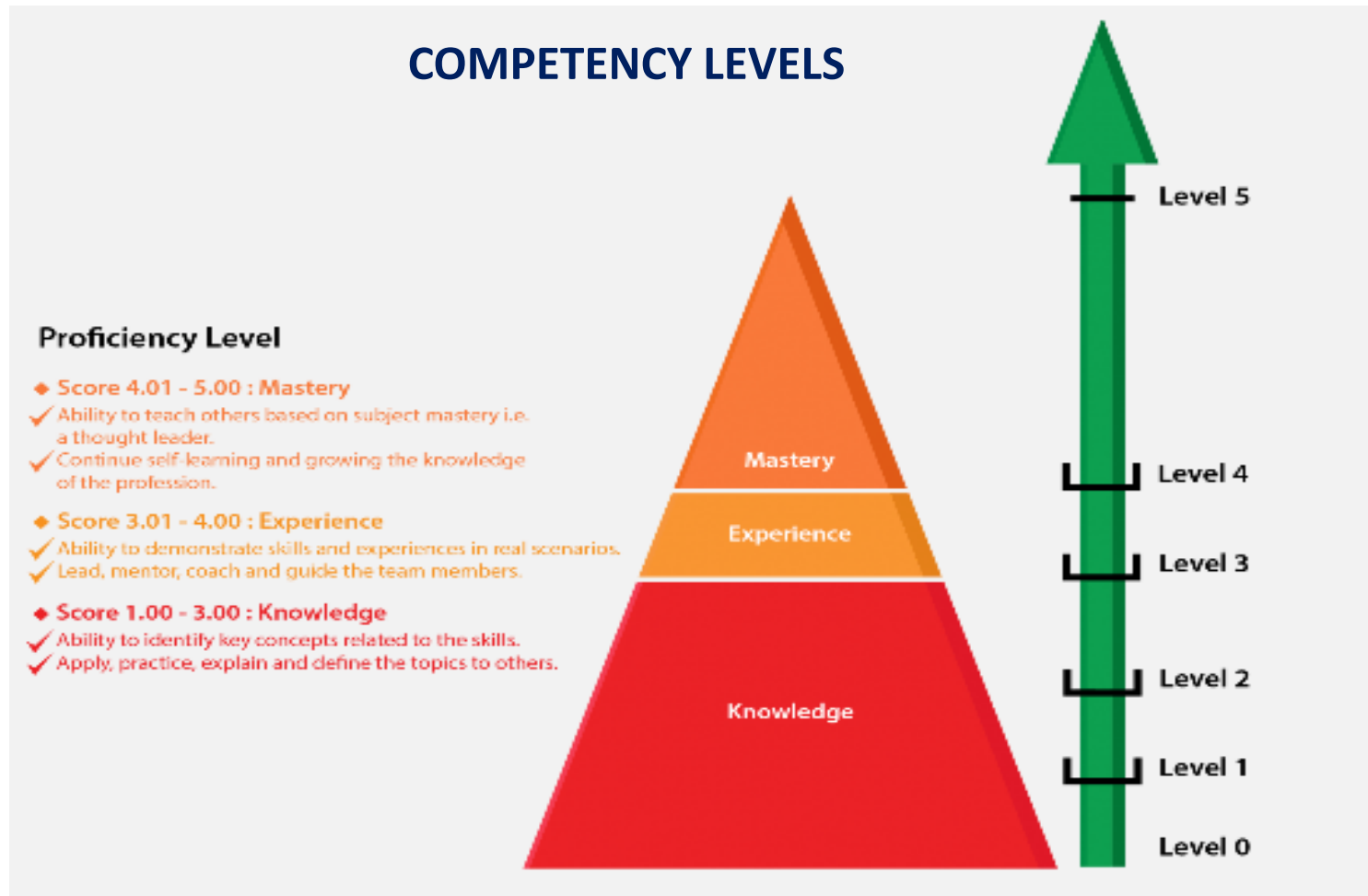# POLL QUESTION

Select the option with 3 UNDP Core Competencies

1) ACHIEVE RESULTS, EVALUATION, COMMUNICATION

2) ENABLE DIVERSITY AND INCLUSION, ACT WITH DETERMINATION, ADAPT WITH AGILITY

3) LEARN CONTINUOUSLY, COLLABORATION, RESPONSIBILITY

4) DELIVERY, PEOPLE MANAGEMENT, INNOVATION

UNDP new Core Competencies

Check Job Description carefully for Competency definitions and levels of proficiency needed since they vary by position.

Competency Levels

COMPETENCY LEVELS

Proficiency Level

◆ **Score 4.01 – 5.00 : Mastery**
✓ Ability to teach others based on subject mastery i.e. a thought leader.
✓ Continue self-learning and growing the knowledge of the profession.

◆ **Score 3.01 – 4.00 : Experience**
✓ Ability to demonstrate skills and experiences in real scenarios.
✓ Lead, mentor, coach and guide the team members.

◆ **Score 1.00 – 3.00 : Knowledge**
✓ Ability to identify key concepts related to the skills.
✓ Apply, practice, explain and define the topics to others.

Mastery

Experience

Knowledge

Level 5

Level 4

Level 3

Level 2

Level 1

Level 0

What questions should you expect at the beginning?

Communication
Competency Sample Questions

Give me an example of when you had to explain something difficult to someone who did not have your background/knowledge.

Tell me about a time when it was important to involve someone in a conversation.

What kind of correspondence have you had to prepare in the past?

What experience have you had speaking formally in front of others?

Producing results
- From your experience, can you give us an example of a project where you set goals with clear deliverables and how you were able to deliver the relevant results, with competing priorities? What lessons did you learn from this?
- Please describe a time when your quick response to a problem or situation was required that led to a successful outcome. What was the situation, what did you do that was particularly effective, and what would you do differently next time?
- There is sometimes a trade-off between quality and quantity of our work product. Please describe a time when you had to meet a quick deadline, yet delivered a high-quality output/product. What was the situation and which steps did you undertake to achieve the planed outcome? Did you encounter any challenges?
- Can you please tell me about a time when a goal or result turned out to be less attainable than you thought? How did you handle it and what was the outcome?

Teamwork
- Could you tell us about a time when you made a contribution to a team that led to a successful outcome of the project.   What was the team project? What was your role? What was your contribution? How did it finish?
- Could you tell us about a time when you contributed to team spirit or build motivation with co-workers.

SAMPLE QUESTIONS ON DIFFERENT COMPETENCIES

POLL QUESTION ON SMART/STAR+L

What do you think "S" stand for in SMART ?

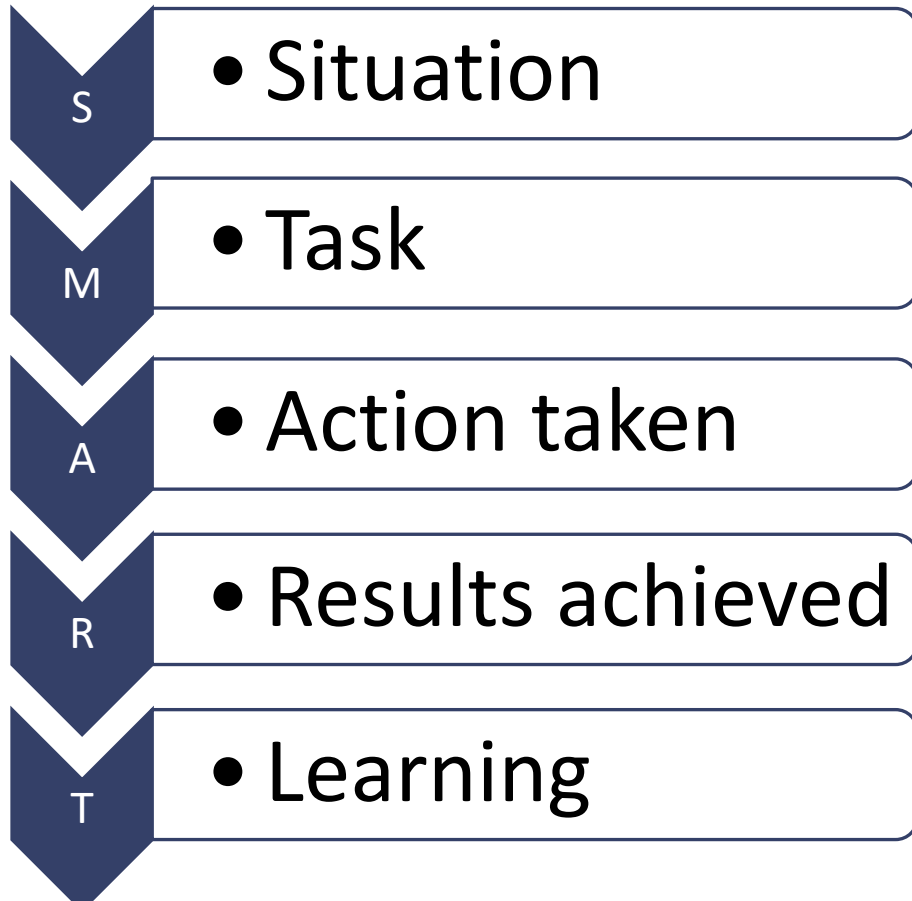S = Sensible

S = Simple

S = Situation

S = Significant

How to structure your response?

SMART	STAR+L	CAR
S = Situation	S = Situation	C = Context
M = Mission	T = Task	A = Action
A = Action	A = Action	R = Result
R = Result	R = Result	
T = "Teach-ability"	L = Learning	

Any of these strategies can work successfully in the case of CBIs

Using STAR-L

S	• Situation	What was the specific event or task?
M	• Task	What tasks did you see as the key issues to resolve?
A	• Action taken	What did you actually do/your specific role?
R	• Results achieved	What did you actually achieve?
T	• Learning	What did you learn /reflect on from the experience?

How do I Answer These Questions in 3 to 5 min?

| Be Succinct and to the Point | Emphasize your Role |

Situation
What was the specific event or task?

Example:

"I was working on a project with two colleagues who didn't get along. The situation escalated and they were not communicating. This was affecting the quality of the work and the atmosphere in the team.

Context?

Mission

Example:

"If I didn't do anything, I knew that the project would fail. Even though I wasn't in charge, I decided to see if I could assist my colleagues work through their differences."

Challenge

Action
What did you actually do?

Example:

I first spoke to each of my colleagues over coffee.

I then realized each felt the other one was not pulling their weight.

I revisited the work plan and noted some of the roles and responsibilities were not clearly defined.

I submitted the revised the work plan to the PM and asked to call in for a 'clear the air meeting' to share the updated plan.

Let's focus on YOUR ROLE!

Results
What did you actually achieve?

Example:

Once agreement had been reached on the defined roles and responsibilities, some of the tension seemed to go.

The team slowly started to communicate more effectively and collaborate better. Therefore, improving the collective ability to collect the KPIs.

what was accomplished

Learning/Reflection
What did you learn from the experience?

Example:

I've learned the importance of setting clearly defined roles and responsibilities.

Also, I realized that good teamwork is a shared responsibility.

main lesson(s) learned

What should I do? (Before)

Choose a quiet room

Test your audio-visual tools

Find uninterrupted time to complete the interview

Asynchronous Interviews

Synchronous Interviews

What should I do? (Before)

Check or Install Software in your device

Tidy Up your Background

Get Pen and Paper to Take Notes

Asynchronous Interviews

Synchronous Interviews

What should I do? (During)

Speak in a conversational voice

Look into the camera

Smile if/when appropriate

Asynchronous Interviews

Synchronous Interviews

What NOT to do?

Be over explicit. Focus on addressing the question presented.

Forget to highlight your own contributions

Assume the interviewer has the same technical knowledge

Assume everyone is familiar with the structure of educational institutions / work environment in your home country

Do not use acronyms

Other Important Tips

Dress
professionally

Neutral colors
look better on
camera

Use light to
your advantage

Other Important Tips

Treat it like a normal face-to-face meeting or interview

Practice!

Be Confident! You were selected to move forward for a reason.
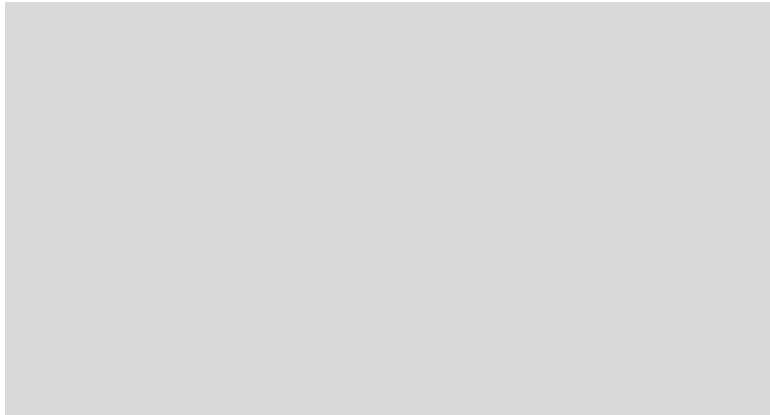
Non-verbal behaviour

Personal presentation

Eye contact

Facial expression

Voice production

Posture

Hands Gestures

Let's get started

1- Find a vacancy of interest

2- Check the competencies requested

3- Review the Key Functions and Results Expected

4- Create a few competency-based questions

5- Map out how you would answer these questions

Thank You!

For any further questions, reach out to us on:

E-mail: career.development@undp.org
Yammer: Career Development & Experience

Or visit our intranet page on:

https://undp.sharepoint.com/teams/TalentDevelopmentHub