Competency-based interviews

How would you **contribute** to the work of the United Nations and to the specific job you are applying for?

Maria **MONTALVO**

Security Coordination Officer, Safety and Security Network

Duty Station:
New York, United States

"Past, demonstrated behavior is the best indicator of future performance"

UNDP

Values and Competencies

- Values:
  - Shared principles and beliefs that underpin the Organization's work and guide actions and behaviours of staff

- Competencies:
  - Skills, attributes and behaviours directly related to successful job performance

Values and Competencies

Core Values	Core Competencies	Managerial Competencies
o **Integrity** o **Professionalism** o **Respect for Diversity**	o **Communication** o **Teamwork** o **Planning and Organizing** o **Accountability** o **Creativity** o **Client Orientation** o **Commitment to Continuous Learning** o **Technological Awareness**	o **Vision** o **Leadership** o **Empowering Others** o **Managing Performance** o **Building Trust** o **Judgement and Decision-making**

3

Why competency-based interviews (CBI)?

- Competencies are forward-looking; they describe skills and attributes that staff and managers need to build human capital and meet future challenges
- Competencies help organizations clarify expectations and define future development needs
- CBI questions ask about past professional experiences that can demonstrate that the applicant is competent
- The theory is that if you can demonstrate that you have done it in the past or have learned from the past, chances are that you will be able to do it in the future
- When assessing the applicants' responses, panels will ascertain the depth and complexity of the responses given by applicants
- CBI is sometimes referred to as behavioral or situational interviewing

CAR (L) Principle

- **C**ontext:
  - You will be expected to give an overview of the situation: what the situation was about, how you first got involved, what were the key events and the time frame

- **A**ctions
  - You will be expected to cover significant events, specific instances, that were clearly attributable to you rather than the team

- **R**esults
  - What was the outcome, impact or results of your actions: You may be asked questions such as how did it turn out? What was the final result?

- **L**earning
  - What did you learn from this experience?

Preparing and Practicing

- Be flexible and non-demanding with timing

- **Prepare** for the interview:
  - learn as much as you can about the **organization** (mandate, publications, organigramme, strategic directions, news, etc.)
  - understand the **position** and look at the competencies in the job opening
  - review your application/PHP and select real **examples** matching your accomplishments to the competencies (i.e. how did you work in a team, solve conflict, mobilize resources, etc.)

- **Practice, practice, practice** beforehand (refer to your application and the requirements of the job opening)

- If invited to an interview:
  - **face-to face**, know what you are going to wear and err on the side of conservatism
  - **telephone** (or Skype/VTC) make sure you are in a private location and equipment is working

During the interview: **do**

- Make a good first and last impression

- Dress appropriately

- Maintain eye contact with the person who asked the question, if culturally appropriate

- Even on the telephone, smile

- Listen carefully to the complete question. Ask for clarification if a question is not clear

- Keep to the point. Be as specific as possible

- Provide concrete examples that show you were able to handle a situation and/or learned from it

During the interview: **do not**

- Answer in the hypothetical

- Talk about "we", rather talk in the "I"

- Espouse theories or values ("waffling on")

- Make blanket generalizations nor statements about the future

- Interrupt the panel

- Ask questions about benefits and entitlements

Exercise
Teamwork

- Describe to us a successful teamwork work experience
  - What was the situation?
  - What was your role?
  - What made the team successful?
  - How did you handle any disagreements within the team?
  - What were the results?
  - What did you learn from the experience? If you had to do it again what would you do differently?

Exercise
Planning and Organizing

- Tell us about a time you had to organize or plan a major event

    - What was the nature of the event?

    - What was your role?

    - How did you plan and organize the different actions to carry out?

    - How did the event turn out?

    - Reflecting back, what did you learn from the experience? If you had to do it again what would you do differently?

Exercise
Planning and Organizing

- Tell us about a time where you had a number of demands being made on you at the same time? How did you handle it?

  o What was the situation?

  o What was your role?

  o How did you plan and organize the different actions to carry out?

  o What were the results?

  o What did you learn from the experience? If you had to do it again what would you do differently?

Exercise
Creativity

- Describe to us a situation when you had to be creative
  - What was the nature of the situation?
  - What was your role?
  - What were the different actions you carried out?
  - What were the results?
  - What did you learn from the experience? If you had to do it again what would you do differently?

Exercise
Integrity

- Describe to us a situation where you felt pressured to act in a way that would compromise your values or those of the organization
  - What was the nature of the situation?
  - What were the implications of your actions?
  - How did you respond to the pressure?
  - What was the results?
  - What did you learn from the experience? If you had to do it again what would you do differently?

Gracias

Merci

شكراً

谢谢

www.un.org   http://careers.un.org

Thank You

.com/UN.Careers   Спасибо