

## MODULE 2: COMPETENCY-BASED RECRUITMENT AND SELECTION

**Duration:** 120 minutes

**Learning objectives:** By the end of the session, participants will be able to:

- Attain increased understanding of the CHCF
- Attain increased understanding of using competency-based HR practices in recruitment and selection
- Apply relevant aspects of the CHCF in recruitment and selection activities.

Activity/Method	Description	Resources	Timing
<b>Activity 1: Introduction &amp; Objectives</b>	<b>Interactive Presentation</b> <ol style="list-style-type: none"> <li>1. Refer to M2:P1 slides and speakers notes</li> <li>2. Point out that the focus of the session is on using CHCF in recruitment &amp; selection</li> <li>3. Show slides on benefits of competency-based JD and run through</li> <li>4. Session will focus on two tools – competency-based job descriptions and setting interview questions and assessment</li> <li>5. Ask if any participants have experience using CHCF or any competency framework in recruitment &amp; selection. What was useful and what was challenging?</li> </ol>	Multimedia M2:P1 Slides CHCF	<b>5 min</b>
<b>Activity 2: Competency Based Job Description</b>	<b>Interactive Lecture and Reflection</b> <ol style="list-style-type: none"> <li>1. SLIDE: Share diagram on the competency group (EUHAP model) Explain mix.</li> <li>2. Ask participants to draw the diagram and list the competency groups relevant for their own position.</li> <li>3. Invite a few reflections.</li> <li>4. Ask participants (in pairs) to identify a key position that they need to fill your organisation. Ask participants to list the competency groups relevant for the position.</li> <li>5. Ask participants to refer to the CHCF &amp; identify the core competencies relevant for the post.</li> </ol>	Handout: Competency Based JD	<b>35 min</b>

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	<p>6. Request 2-3 participants to share their findings.</p> <p>7. Share key messages of competency-based JD and the diagram:</p> <p>Diagram of group competencies can be used in various ways:</p> <ul style="list-style-type: none"> <li>• help managers to think about competencies mix required for each position in their team</li> <li>• help individuals reflect where they are at the level of competencies – future scope of the position</li> </ul>		
<b>Activity 3: Competency Based Interviews</b>	<p><b>Presentation and Group Exercise</b></p> <p>1. 5 mins SLIDE – run through types of competency-based assessment and the STARS technique</p> <p>2. 30 mins Task – split into 6 groups, each group given a domain and asked to come up with 3 competency based questions. Write on flip chart.</p> <p>Group then asked to mark which are competency based. Discuss the ones that aren't.</p> <ul style="list-style-type: none"> <li>• Introduce question bank.</li> <li>• Introduce interview record sheet.</li> <li>• 20 mins Task – split group in half, allocate 2 interviewers and 1 interviewee, given the 1 domain to focus on. Interviewers ask question and rate response. Responses reviewed as a group until common rating is agreed.</li> <li>• 15 mins – repeat with new set of interviewers and new domain. Review.</li> <li>• 10 mins – Summarise key learnings: (From questions – follow up questions and rating system – use interview record sheet)</li> </ul>	<p>M1: Slides Flip Chart Markers</p> <p>Tool: Structured Interview</p> <p>Tool: Interview Question Bank</p>	<b>75 min</b>

Activity/Method	Description	Resources	Timing
<b>Activity 4: Group Assessment Day (Optional)</b>	<b>Group Exercise</b> <ol style="list-style-type: none"> <li>1. 5 mins - Introduce group assessment and tool.</li> <li>2. TASK: Split into 3 groups. Split each group in half. One half to be task group, one half to be assessors. Task group asked to clear table and make space. Assessors given brief to mark a candidate on 3 domains, by recording notable behaviors – positive and negative. Task group given task (10 mins). Assessors then discuss their notes and ratings given for each competency.</li> <li>3. 10 mins: Summarise learning.</li> <li>4. Highlight pros and cons.</li> </ol>	Flip chart Scotch tape Blue tac Scissors Briefing paper (Handout 1) Airplane design sheets.  Tool: Assessment Centre grid.	<b>60 min</b>
<b>Activity: Key Learning Points</b>	<b>Plenary Discussion</b> <ol style="list-style-type: none"> <li>1. Ask participants key learning points from the competency-based recruitment and selection session</li> <li>2. Conclude by saying these tools can be adapted to suit the context of their organizations and needs</li> </ol>		<b>5 min</b>

#### Handout 1: Brief For the Task Group

1. Create a paper aeroplane of your own design using the materials provided.
2. The plane should be able to land gently and accurately on the paper runway 3 metres away.
3. Your plane will compete with the other planes at the end.
4. You have 15 minutes

#### Handout 2: Brief for the Assessors' Group

1. Review the assessment grid
2. Observe the assigned group in the task group
3. Identify at least 3 domains that you would like observe
4. Rate the assigned candidate based on positive and negative behaviours.
5. Be prepared to share your finding in plenary.

Paper RunWay and Launch Pad (Sample RunWay – Redesign the launch pad on a flip chart to be placed on the floor)

