

# COMPETENCY-BASED INTERVIEWING

## BEHAVIORAL INTERVIEWING FOR BETTER HIRING

Cambria Consulting offers a powerful set of tools to maximize the ability of your recruiters and hiring managers to source, assess, and hire the best people.

Cambria's competency-based interviewing is designed for anyone who is involved in sourcing, assessing, or hiring candidates for key positions in an organization from entry-level professional to senior management. Based on the premise that "past behavior is the best predictor of future behavior," our workshops incorporate the organization's most important competencies for selection into a program rich in content, active participation and skill practice.

Structured behavioral interviewing has long been recognized as a reliable, valid and legally sound selection tool. Cambria's competency-based interviewing programs are based on our proprietary Critical Behavior Interview™ technique, a version of behavioral interviewing that is far superior and more efficient than other approaches. Even experienced interviewers and others who have experienced behavioral interview training in the past have found Cambria's programs to be more powerful, enabling interviewers to assess the presence or absence of critical competencies more effectively and in less time.

Cambria's competency-based Interviewing is also one of the most effective and a legally defensible means of selecting the best people for any position. Because it is based primarily on a competency analysis rather than mere experience, it is especially good at giving fair and unbiased consideration to non-traditional job applicants.

### FEATURES AND BENEFITS

- **Customized Content.** Using your competency model or one that Cambria can create for you, we design the interview protocols, forms, and evaluation processes that incorporate your key hiring criteria.
- **Flexible Design.** Cambria's programs are customized to meet the needs of the audience, whether it be a two-hour executive overview, a four-hour program for hiring managers, or a two-day program for master recruiters.
- **Active Learning.** Cambria's program emphasizes learning by doing through role-plays, personalized coaching, and even interviews with "real candidates" to prepare interviewers to conduct professional interviews immediately after completing the program.
- **Just-in-time Tools.** Our programs provide guides, tip cards, recommended questions, and forms to refresh and prepare interviewers just before conducting actual interviews.
- **Tailored to Suit.** Workbooks, training aids, videos, and other support materials are shaped by your requirements, and can also be branded with your logo and presented according to your standards.
- **Training Options.** Cambria's staff and network of experienced professionals are available to provide Competency-based interview training at your location or ours. If you prefer to deliver competency-based interviewing in-house, Cambria can train and certify internal staff or other preferred providers to deliver the program at any location in your organization.

## SELECTED CLIENTS

ACCENTURE  
ALCOA  
AMERICAN HEART ASSOCIATION  
ASSURANT  
AT&T  
BELO  
BERNSTEIN GLOBAL WEALTH  
MANAGEMENT  
CANADIAN IMPERIAL BANK OF  
COMMERCE  
CARLSON COMPANIES  
CHICO'S FAS  
CIGNA  
CISCO SYSTEMS  
ELI LILLY  
FIDELITY INVESTMENTS  
IDX  
JPMORGAN CHASE  
LEHMAN BROTHERS HOLDINGS  
LOOMIS SAYLES & CO.  
MERCANTILE BANKSHARES  
MERRILL LYNCH  
METLIFE  
MICROSOFT  
PRUDENTIAL FINANCIAL  
PUTNAM INVESTMENTS  
RUSSELL REYNOLDS ASSOCIATES  
SMITH BARNEY  
TEXAS INSTRUMENTS  
WACHOVIA

## FOR FURTHER INFORMATION, CONTACT:

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## RELATED SERVICES

- **Competency Model Development.** As pioneers in creating competency models for many prominent Fortune 500 and financial services clients, Cambria Consulting brings over 30 years of experience in crafting business-focused competencies for hiring, job definition, performance management, development, promotion, career development and succession planning. We help you identify the most important criteria for hiring new people, including both the core qualities needed for long-term success and the other qualities that ensure a fit with your organization's culture and values.
- **Selection System Design.** Cambria Consulting creates employee selection systems that streamline the hiring process and focus on the most important qualities for the full range of professional, managerial and leadership jobs. Cambria's competency-based approach is particularly suited to selecting people for jobs that require unusual combinations of skills, motivational factors and other personal characteristics. A significant added benefit of our approach is a dramatic reduction in time from sourcing to the decision to hire.
- **E-recruiting Web Site Evaluation.** Cambria Consulting has benchmarked over 130 of the best web recruiting sites and identified the best practices in attracting and screening the best available talent in this fast-growing source of skilled applicants for professional and management jobs. We can evaluate the effectiveness of your recruiting web site, and our Interactive Division can redesign your site to match the state of the art and help you get the most from your web recruiting efforts.
- **Automated Applicant and New Hire Tracking.** Cambria Consulting offers a powerful set of tools that streamline the hiring process by tracking applicant flow, monitoring interview status, and recording evaluation data and job offer status. Included is a database of job descriptions and postings, competency requirements, identification of inter-viewers, and activity scheduling. This application is built on Cambria's HR.NET™ platform, which allows customization to your specific applicant tracking requirements without the cost associated with standard software packages.