|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency I: COMMUNICATION** | | | |
| (1) Speaks and writes clearly, concisely and logically. | | | |
| (2) Encourages colleagues to provide information and views, and seeks clarification and understanding. | | | |
| (3) Adjusts language, tone, style and means of communication to match audience and circumstances. | | | |
| (4) Keeps colleagues informed and up to date. | | | |
| **Sample Question #1:**  **Give us an example when you had to explain something of your subject matter to someone who did not have your background / knowledge.**  ***Follow-Up:***   * What information did you need to get across? * What did you consider when explaining the concept? * What was the most difficult aspect about giving the explanation? * How successful were you in ensuring they understood? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency I: COMMUNICATION** | | | |
| (1) Speaks and writes clearly, concisely and logically. | | | |
| (2) Encourages colleagues to provide information and views, and seeks clarification and understanding. | | | |
| (3) Adjusts language, tone, style and means of communication to match audience and circumstances. | | | |
| (4) Keeps colleagues informed and up to date. | | | |
| **Sample Question #2:**  **Tell me about a time when you have chosen not to disclose information to others in a working environment.**  ***Follow-Up:***   * What was the situation? * When are you less likely to share information with others? * What are the main issues you consider when deciding whether to share information with others? * In hindsight do you think, you took the right decision in not disclosing the information and why? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency I: COMMUNICATION** | | | |
| (1) Speaks and writes clearly, concisely and logically. | | | |
| (2) Encourages colleagues to provide information and views, and seeks clarification and understanding. | | | |
| (3) Adjusts language, tone, style and means of communication to match audience and circumstances. | | | |
| (4) Keeps colleagues informed and up to date. | | | |
| **Sample Question #3:**  **Give me an example of when it has been important to keep colleagues/partners informed of progress.**  ***Follow-Up:***   * What did you do specifically that was effective? * How do you think you could improve your approach to informing colleagues/partners? * When are you less likely to follow up with colleagues/partners? * How do you manage the expectations of colleagues/partners? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency II: PLANNING & ORGANISING** | | | |
| (1) Develops clear goals that are consistent with agreed strategies. | | | |
| (2) Identifies priority activities and assignments; adjusts priorities as required and uses time efficiently. | | | |
| (3) Allocates appropriate amount of time and resources for completing work and delivers outputs for which one has responsibility within prescribed time, cost and quality standards. | | | |
| (4) Foresees risks and allows for contingencies when planning. | | | |
| (5) Monitors and adjusts plans and actions as necessary. | | | |
| **Sample Question #1:**  **Describe an occasion when you had to prepare in advance for a meeting or project.**  ***Follow-Up:***   * What did you do? * How much time did you have to prepare? * What went particular well, and what could you have prepared better? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency II: PLANNING & ORGANISING** | | | |
| (1) Develops clear goals that are consistent with agreed strategies. | | | |
| (2) Identifies priority activities and assignments; adjusts priorities as required and uses time efficiently. | | | |
| (3) Allocates appropriate amount of time and resources for completing work and delivers outputs for which one has responsibility within prescribed time, cost and quality standards. | | | |
| (4) Foresees risks and allows for contingencies when planning. | | | |
| (5) Monitors and adjusts plans and actions as necessary. | | | |
| **Sample Question #2:**  **Give me an example of when you had to work to an important deadline.**  ***Follow-Up:***   * How manageable were your timescales? * What did you do to ensure the deadline was met? * How would you organise your activities differently next time? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency II: PLANNING & ORGANISING** | | | |
| (1) Develops clear goals that are consistent with agreed strategies. | | | |
| (2) Identifies priority activities and assignments; adjusts priorities as required and uses time efficiently. | | | |
| (3) Allocates appropriate amount of time and resources for completing work and delivers outputs for which one has responsibility within prescribed time, cost and quality standards. | | | |
| (4) Foresees risks and allows for contingencies when planning. | | | |
| (5) Monitors and adjusts plans and actions as necessary. | | | |
| **Sample Question #3:**  **Tell me about a time when you have had to plan several alternative courses of action in response to changing priorities.**  ***Follow-Up:***   * How did you re-prioritise? * Who did you involve in determining the re-prioritization? * How did you monitor the progress of the new plans? * How successful were you? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency III: STAKEHOLDER ENGAGEMENT** | | | |
| (1) Establishes and maintains productive partnerships with stakeholders by gaining their trust and respect. | | | |
| (2) Identifies stakeholders’ needs and matches them to appropriate solutions. | | | |
| (3) Monitors ongoing developments inside and outside the stakeholders’ environment to keep informed and anticipate problems. | | | |
| (4) Establishes and maintains relationships with a broad range of people either inside and/or outside the organisation. | | | |
| (5) Meets timeline for delivery of products or service to stakeholders and keeps them informed of progress or setbacks in projects. | | | |
| **Sample Question #1:**  **Describe an example of how you typically interact with stakeholders at different levels inside and/or outside of your organization.**  ***Follow-Up:***   * In what past situations have you been effective at building relationships with others? * On what occasions have you been less effective? * What do you see as being the key to successfully relating to people at different levels within or outside an organisation? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency III: STAKEHOLDER ENGAGEMENT** | | | |
| (1) Establishes and maintains productive partnerships with stakeholders by gaining their trust and respect. | | | |
| (2) Identifies stakeholders’ / partners’ needs and matches them to appropriate solutions. | | | |
| (3) Monitors ongoing developments inside and outside the stakeholders’ environment to keep informed and anticipate problems. | | | |
| (4) Establishes and maintains relationships with a broad range of people either inside and/or outside the organisation. | | | |
| (5) Meets timeline for delivery of products or service to stakeholders and keeps them informed of progress or setbacks in projects. | | | |
| **Sample Question #2:**  **Describe a recent occasion when you had to identify a stakeholder’s requirements.**  ***Follow-Up:***   * How did you know that your perceptions of the stakeholder’s/partner’s need was accurate? * How do you think you could improve your skills at correctly meeting the needs of your stakeholders/partners? * What do you see as being the essential skills to master in order to appraise stakeholders’ needs accurately? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Candidate** |  | | |
| **Interviewer** |  | | |
| **Date of interview** |  | | |
| **Key Competency III: STAKEHOLDER ENGAGEMENT** | | | |
| (1) Establishes and maintains productive partnerships with stakeholders by gaining their trust and respect. | | | |
| (2) Identifies stakeholders’ / partners’ needs and matches them to appropriate solutions. | | | |
| (3) Monitors ongoing developments inside and outside the stakeholders’ environment to keep informed and anticipate problems. | | | |
| (4) Establishes and maintains relationships with a broad range of people either inside and/or outside the organisation. | | | |
| (5) Meets timeline for delivery of products or service to stakeholders and keeps them informed of progress or setbacks in projects. | | | |
| **Sample Question #3:**  **How much opportunity have you had to develop long-term relationships with stakeholders? Please tell me about a particular relationship.**  ***Follow-Up:***   * How did you develop this relationship? * Describe how you gained their trust and respect and what feedback you received from the stakeholder. * What was specifically effecting in developing the relationship? | | | |
| **Notes** | | | |
| **SCORING** | | | |
| **Strongly demonstrates competency (2)** | | **Sufficiently demonstrates competency (1)** | **Insufficiently demonstrates competency (0)** |

**Explanatory Notes and Scoring Methodology Competency Based Interview**

Competency Based Interviewing (CBI) constitutes the **second part** of the African Standby Capacity (ASC) **admission interview**. In this interview format, possession of relevant individual core competencies are tested regardless of candidates’ subject matter expertise. The ASC core competencies are:

1. Communication
2. Planning and Organising
3. Stakeholder Engagement

I.e., it will be tested and assessed, how candidates behave rather than what they know and do. Hereby, the underlying assumption is that past behaviour is the best predictor for future behaviour.

Therefore, candidates are asked at least one question per competency. The interview board can choose **one question each from the three sample questions per competency** noted in the “individual interview notes and scoring: competency based interview sheet”.

**IMPORTANT**: Within the Competency Based Interviewing (CBI) methodology, candidates are asked to provide tangible examples of their (professional) life, which describe a situation candidates referring to instance mentioned in the question. Hereby candidates should apply the so-called **C A R L Principle**: C = description of the context/situation; A = description of specific activity asked for; R = reaction to the activity by others; L = learning experience. In order to assist candidates and enable extracting as much relevant information as possible, follow-up questions can and should be posed. The interview board should remind candidates to tell their situations as concise and precise as possible.

Hereby, it is not relevant, whether the question posed is answered in the “right way”. What matters is, whether the answer **demonstrates the candidates’ mastery of the competency** evaluated by means of the **4 - 5 indicators per competency**. Hence, interview board members should always keep the indicators for the respective question and competency in mind, when evaluating the answers.

It is strongly advised to take notes verbatim, in order to focus on what candidates say. Interview board members should refrain from own interim assessment and evaluation when taking notes.

At the end of the selection interview, individual board members evaluate and **score candidates’ answers with regard to the respective indicators and assess whether candidates strongly, sufficiently or insufficiently have demonstrated the respective competency** with the situation chosen for their answer and allocates the respective score. The “individual interview notes and scoring: competency based interview sheet” is used for this purpose.

Candidates can achieve a **maximum score of 6 scoring points** (3x2), if indicators of all competencies asked show a strong demonstration of the competency. In order to be **considered for admission** to the African Standby Capacity (ASC) candidates have to accomplish a **minimum score of 3 scoring points**.

Once all board members have made their evaluation, results will be compared and a final decision will be taken by means of the “ASC panel evaluation and scoring summary sheet”.