ODC
Building Connections,
Bridging Perspectives

MANAGEMENT SKILLS

COMPETENCY-BASED INTERVIEWING SKILLS WORKSHOP

Duration: 2 days (16 hrs)

INTRODUCTION

This 2-day Competency-Based Interviewing Workshop is designed to equip hiring managers and interviewers with practical techniques to support a more structured, objective, and professional interview and selection process. By strengthening interviewing capability across the organisation, the workshop helps improve the quality of hiring decisions and supports a more consistent recruitment experience for both interviewers and candidates.

The workshop positions interviewing as an essential managerial competency, rather than solely an HR function. Participants will learn how effective interviewing contributes to talent acquisition, team performance, culture fit, and long-term organisational success. They will also be introduced to competency-based and evidence-based interviewing frameworks, enabling them to ask more purposeful questions and assess candidate responses with greater clarity and consistency.

Throughout the workshop, participants will learn how to identify the key competencies that drive performance in a role, develop interview questions around these competencies, and apply a structured interview framework to guide candidate assessment. The programme will also address common hiring pitfalls, including over-reliance on experience, first impressions, and instinctive judgments.

In addition, participants will practise essential questioning, probing, listening, and interview decorum techniques to project professionalism and create a positive candidate experience. Through practical application and guided facilitation, hiring managers will be better equipped to evaluate candidates based on evidence, job fit, and culture fit, supporting stronger hiring outcomes and more effective talent management.

LEARNING OUTCOMES

Upon completing the workshop, learners will be able to :

1. Recognise the importance of competency-based interviewing as an essential managerial competency and explain how it supports more objective, consistent, and evidence-based hiring decisions.
2. Translate organisational strategy, values, and role requirements into key competencies that can be used to guide the interview and candidate selection process.
3. Develop and apply competency-based interview questions using the STAR-R framework to gather relevant evidence of a candidate's past behaviours, capabilities, and potential fit.
4. Conduct professional and fair competency-based interviews by applying effective questioning, probing, listening, paraphrasing, assessment, and interview decorum techniques through practical role play and skills practice.

WORKSHOP OUTLINE / CONTENT

Module 1: The Business Case for Competency-Based Interviewing Skills

- Interviewing as an essential managerial competency
- The efficacy of CBI compared with other selection methods
- What is a competency?
- Competency-based interviewing vs. traditional interviewing

Module 2: Organisational Strategy and Competencies

- Aligning interviewing strategies to rganizational strategy and creed, including mission, vision, and values
- Translating organisational strategy into key competencies
- Developing competency-based interview questions using the STAR-R framework

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Module 3: Essential Skills in Conducting CBI Interviews

- Types of effective questioning
- The STAR-R framework of CBI
- Crafting CBI questions using the STAR-R method
- Essential interviewing and paraphrasing techniques
- Projecting professionalism during the interview
- Fair employment practices and out-of-bound questions

Module 4: Skills Practice with Candidates — ODC's Interview Mentors

- Skills Practice through Role play with ODC Interview Mentors
- Role Play debrief and facilitated peer coaching

TRAINING METHODOLOGY

The workshop adopts a practical and application-focused learning approach, combining mini-lectures, case studies, role plays, skills practice, and facilitated discussions. Emphasis is placed on hands-on practice to help participants translate competency-based interviewing concepts into practical interviewing behaviours.

Participants will be given opportunities to plan and execute a structured selection process, including preparing interview questions, conducting interviews, probing for evidence, and assessing candidate responses using realistic workplace scenarios. Through guided role plays and feedback, participants will strengthen their confidence and competence in applying structured interviewing techniques in real hiring situations.

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