Competency Assessment System (CAS)

Including Interview questions
Competency profile: Example

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Introduction

The Competency Assessment System (CAS) report provides an indication of Mr Example's potential and behaviour in terms of competencies essential to the chosen job profile. The scores in this report are based on his responses to the HFMtalentindex personality measurement: a questionnaire, specifically designed to analyse relevant personality traits. The personality traits measured provide insight into the personal character traits responsible for Mr Example's behaviour. Based on these character traits, it is possible to make an assessment of the kind of behaviour he will display and his potential for developing himself in these competencies.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.

2. The scores in the report were determined by comparing Mr Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how Mr Example's scores compare to the average scores of the norm group.

3. The report is based on the answers provided by Mr Example regarding himself. This means that the measurement is based on Mr Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with Mr Example, his CV and references, if applicable.
Report structure

The CAS report consists of two components. The first provides an indication of Mr Example's general potential for the chosen competency profile, and of his most distinctive characteristics. The second part focuses on specific competencies. We will first look at Mr Example's score profile, and then discuss for each competency what type of behaviour he is likely to display in practice.

In addition, a number of interview questions are listed for each competency, that are specifically relevant to Mr Example.

This report shows Mr Example's scores on a nine-point scale. The scores indicate his results compared with a norm population. The scores within this norm population follow a normal distribution. Each box of the nine-point scale, known as a 'stanine', corresponds with a particular percentage of this normal distribution.

The examples shown below illustrate how to interpret the stanine scores:

- A stanine score of 5 means that the participant's score is average compared with the norm population.
- A stanine score of 7 indicates that only 11% of the people from the norm population have attained a higher score (7% in stanine 8 and 4% in stanine 9).
Fields of strength

Mr Example's specific qualities are discussed, using a number of key competencies for the job at hand. The CAS report differentiates between four groups of competencies:

Operational strength
The domain of operational strength includes the competencies necessary to accomplish a particular task. Operational strength is defined as the ability to complete tasks and duties successfully and to create the appropriate preconditions, allowing one to set things in motion and direct both one's own activities and those of others.

Interpersonal strength
The domain of interpersonal strength includes the competencies necessary in interacting with others and accomplishing things together. Interpersonal strength is the ability to influence others and establish positive relationships with others.

Personal strength
The domain of personal strength includes the competencies related to the drive to accomplish things independently. Personal strength represents energy, motivation and vitality.

Conceptual strength
The domain of conceptual strength includes competencies for which intellectual abilities are of key importance. Conceptual strength represents the inclination to analyse things and take a step back from day-to-day affairs, in order to weigh potential approaches and different solutions against each other. Conceptual strength shouldn't be confused with intelligence. In the context of this report, conceptual strength is a separate principle, which can be expressed at any level of intelligence.
Competency profile

Mr Example's profile includes the following competencies:

**Operational strength**
- **Accuracy**: Effectively handling detailed information and being consistently attentive to details.
- **Decisiveness**: Independently making decisions and sticking to them; having the courage to make firm decisions.
- **Devotion to quality**: Demanding a high quality of provided products and services, and acting accordingly.
- **Dutifulness**: Demonstrating commitment to agreements.

**Interpersonal strength**
- **Client focus**: Identifying and actively responding to clients' wishes and needs.
- **Cooperation**: Working with others in order to effectively contribute to a common objective.

**Personal strength**
- **Stress resistance**: Being able to handle stress.

**Conceptual strength**
- **Creativity**: Providing original solutions to problems. Coming up with new work methods and alternative angles.
1. General potential

A person's personality traits make it either more or less likely that he or she will perform a job both effectively and with enjoyment. In addition, each profile comes with its own success factors and risk factors. Below, you will first find an overall picture: a rating regarding the extent to which Mr Example's personality provides any indications of suitability for the chosen competency profile. Subsequently, we provide a summary, based on his personality, of the distinctive characteristics he is likely to display in practice.

**Overall picture**
Mr Example has a slightly above average potential for the chosen competency profile.

**Distinctive characteristics of Mr Example:**
- Tends to be cautious
- Tolerant
- Sincere
- Creative interest
- Caring
- Tends to be compliant
- Friendly
- Has faith in others
- Introspective
- Modest
- Is not at ease in a group setting
- Conscientious
- Neat
- Sensitive to pressure
- Highly motivated
- Imaginative
- Compassionate
2.1 Graphical overview of the competency scores

Overall score competencies: 5.4

Operational strength
- Accuracy: 8
- Decisiveness: 2
- Devotion to quality: 9
- Dutifulness: 7

Interpersonal strength
- Client focus: 5
- Cooperation: 5

Personal strength
- Stress resistance: 1

Conceptual strength
- Creativity: 6
2.2 Textual explanation of the competency scores

Operational strength

Accuracy  Score: Far above average
Mr Example is an organised person by nature; it is important to him that things are handled accurately and precisely. Although he may take ownership of the tasks he considers important, he won’t be as conscientious when the task at hand is less important to him. In addition, it is important to Mr Example to prevent mistakes. As such, he will put energy into the error-checking process.

Decisiveness  Score: Far below average
Mr Example can be somewhat insecure about the correctness of his ideas and decisions, and likes to consult others in order to receive support and confirmation for his proposals. In addition, although he enjoys having a say in the decisions that are made, he doesn't necessarily have to be the one making decisions. Mr Example tends to get very worked up about things, which causes him a fair amount of stress. As a result, it probably regularly takes him a bit of effort to reach a decision.

Devotion to quality  Score: Very high
In general, Mr Example wants to do everything he does very well and is driven to provide quality. He considers it important to carry out the tasks as agreed and to provide the corresponding quality. He worries rather easily about matters and thus has a strong drive to prevent or repair errors.

Dutifulness  Score: Clearly above average
Although Mr Example has enough discipline to complete the things he starts, it may sometimes take him some time to get started. In addition, it is fairly important to him to honour agreements and deliver what was promised. Mr Example dislikes excuses and will usually give an honest account of the situation.

Interpersonal strength

Client focus  Score: Average
Mr Example will usually act friendly and involved towards clients. In addition, he enjoys interacting with clients. However, he often desires some time to work things out for himself. Although Mr Example will try to come up with realistic solutions for clients, he risks overemphasising the impossibilities.

Cooperation  Score: Average
Mr Example recognises the usefulness of cooperation, and seeks out others if this has a functional purpose. Once he has committed to a collaboration, he makes an effort to honour his agreements. On account of Mr Example's sometimes rather sceptical attitude, he may somewhat suppress the energy needed to find solutions together.
Personal strength

Stress resistance  
Score: Very low
Mr Example is naturally anxious and quite easily worries about things. When he feels pressured, he is likely to take it very much to heart and feel stressed. Mr Example's self-critical attitude often leads him to doubt whether he has things under control.

Conceptual strength

Creativity  
Score: Slightly above average
Mr Example sometimes enjoys coming up with new ideas and 'thinking outside the box'. He has a fairly precise nature and strongly dislikes disorder. As a result, he may have difficulty being flexible enough to take a creative approach to things. Because of Mr Example's fairly broad range of interests, he is able to focus his creativity on different subjects, and is generally easily inspired.
3. Interview questions

Based on Mr Example's scores, a number of competencies has been selected for which he showed remarkable scores. For each of these competencies, a number of questions has been listed which may help clarify these competency scores.

Tips for asking the right interview questions

- Avoid using *closed questions* (questions that can be answered with either 'yes' or 'no'). Rather start questions with words such as 'what', 'how' and 'why'.
- Avoid using *theoretical questions* ('how would you...?'). These are open to speculation and giving desirable answers. You won’t gain insight in what the candidate actually does.
- Ask for *specific examples of recent behaviour*. People change. Recent behaviour has the most predictive value.
- Ask *multiple questions* regarding the same competency.

Operational strength

**Accuracy**

- Can you give an example of a task that you took full ownership of? Can you give an example of a task on which you worked less conscientiously? In your opinion, what are the most important differences between these two tasks?
- How do you ensure that you stay focused on details? Can you illustrate this with an example?

**Decisiveness**

- Have you ever made a decision that had a major impact on your team? Can you illustrate this with an example? What was the basis for your decision? What did you experience as positive and negative aspects in this respect?
- Have you ever abandoned a decision in order to avoid conflict within your team? What was the basis for abandoning your decision? What did you experience as positive and negative aspects in this respect?
- In terms of decisiveness, where would you say your strength lies? How does this translate in practice?
- What is your potential weakness in this area? How do you deal with that in practice?
- Have you ever experienced that a problem had already resolved before you had reached a decision about it? How did this happen? Can you illustrate this with an example?
- What was the last independent decision you made? How did you reach this decision? In retrospect, are you happy with your decision?

**Dutifulness**

- While carrying out a task, have you ever found it difficult to motivate yourself to complete it? What was the situation? What action did you take at the time? What was the outcome?
- Have you ever found it difficult to motivate yourself to begin a certain task? What was the situation? What action did you take at the time? What was the outcome?
Interpersonal strength

Client focus
- Do you enjoy working with clients? Can you illustrate this with an example?
- Has anyone ever commented on your way of presenting your ideas, saying that you place too much emphasis on the risks and impossibilities? Can you illustrate this with an example?

Cooperation
- What, in your opinion, is the added value of collaboration?
- How do you determine whether or not a collaboration will be functional? Can you give an example of a collaboration request that you accepted and a collaboration request you rejected? What, in your opinion, was the difference between these requests?
- What is the most important thing you gain from a collaborative project?
- Can you give an example of a colleague's or employee's request for help, which you didn't address? Can you give an example of a colleague's or employee's request for help, which you did address? How were these two requests different from one another?

Personal strength

Stress resistance
- Can you describe a situation in which the pressure on you rose considerably? How did you handle this? Why did you handle it in that particular way? What was the effect of your approach?
- Can you describe a situation in which you had to deal with a setback? How did you handle this? Why did you handle it in that particular way? What was the effect of your approach?
- Can you give an example of a difficult situation that you got out of, or a problem that you solved yourself? How did you approach this? Can you give an example of a difficult situation that you didn't get out of, or a problem that you were unable to solve yourself? How did you approach this? How were these situations different from one another?

Conceptual strength

Creativity
- Can you describe a situation in which things turned out differently than you had expected? What did you make of this situation? How did you handle it?
Social desirability

The HFMtalentindex personality measurement is checked for socially desirable answering tendencies, by the inclusion of control questions. We distinguish between two types of social desirability, which will be discussed here.

Self-deception

A high score (2 or 3) on self-deception indicates that the participant unconsciously overestimates the effectiveness of his actions and his way of thinking. The participant runs the risk of overestimating himself and may have a rather unrealistic impression of how effective his own actions are. Participants who score high on the self-deception assessment often have difficulty identifying their own weak points.

Tips for discussing the report

When discussing the report, we recommend that you ask these participants about any feedback they may have received from those around them. By assessing this feedback, you may be able to break loose from the possibly distorted perception of the participant. You can do so by asking specific practical examples. For example, you can use the following questions: what are the strong points you are complimented on by your current supervisor? What are the improvement areas? What qualities do your colleagues appreciate you for? On what issues do you sometimes clash with colleagues? What do your subordinates identify as positive about your managerial style? What do they see as points requiring your attention?

Impression management

A high score (2 or 3) on impression management indicates that the participant consciously reports desirable behaviour and suppresses undesirable behaviour. This is the most obvious and conscious form of social desirability. The participant purposefully paints a picture of himself that is too positive. There is a risk that those participants were looking for the answers they thought to be the 'right answers' when completing the questionnaire.

Tips for discussing the report

When discussing the report, we recommend that you continue asking about the participant's strong points emerging from the report. We recommend that you also use specific practical examples for this purpose. It often clarifies matters if the participant has to describe a situation in which something went well, and a similar situation in which the participant was less successful. How were these situations different from one another? In the event of high scores on this point, watch out for so-called 'positive weak points', such as 'people might even say I work too hard'.

A high score on one or both of the social desirability scales doesn’t mean that the report is worthless. It indicates that you must be attentive to possible misrepresentations. The above explanation and tips may help you test the perception.