

## Recruitment Process

A guide to competency based recruitment

### Applying for a Post in Glasgow Life

We are delighted that you are considering applying for a post with Glasgow Life or Culture or Sport Glasgow (Trading) CIC, and have prepared the following information to guide you through the recruitment process.

Before we go through the documentation that you will need, we would like to draw your attention to the type of recruitment process that we have in place in Glasgow Life, as this may be slightly different from that which you have gone through before. This is called Competency Based Recruitment and uses a Competency Framework to assess your suitability for a post.

### What is a Competency Framework?

The word competency is widely used in business and HR psychology and refers to the behaviours that are necessary to achieve organisational goals. A competency is also something you can measure and lists of competencies form a common language for describing how people perform in different situations. Every job in the company can be described in terms of key competencies. This means that competencies can be used for all forms of assessment, including appraisals, training needs analysis and, of course, selection. Some examples of competencies are: communication, decision making and planning.

The competencies are organised around general skills or organisational goals which form the Competency Framework.

### What is the Glasgow Life Competency Framework?

Glasgow Life have two Competency Frameworks which cover all posts in the organisation. All positions that are advertised will refer to a Grade. Grades 1-8 are covered by one competency framework and grades 9 and above by a second framework. Make sure you refer to the correct one as the competencies are different in each:

#### Competency Framework – [Grade 1-8 Competencies](#)

This Framework has 5 competencies;

- Personal Effectiveness
- Providing Excellent Customer Service
- Managing Change
- Leadership
- Delivering Results

## Leadership Competency Framework – **Roles in Grade 9 and above**

This Framework identifies competencies in 3 clusters under the following headings:

- Personal Qualities
- Setting Direction
- Delivering the Service

You will need this information when you are completing your application form to inform you of the level of competency required for the post you are applying for. This is discussed in more detail below.

### **Finding out about Positions that are on offer**

Our positions are widely advertised in newspapers and on our Glasgow Life website, [www.glasgowlife.org.uk](http://www.glasgowlife.org.uk). When you have found the position that you are interested in, you can call us for a recruitment pack on 0845 270 1078 or visit our website.

If you request a recruitment pack, (or you download it from our website – this information is listed as a link below each job description on the web site), you will receive:

- A Role Profile - The role profile details the purpose of the role and what is expected of a person at that level. The role profile also includes a section which identifies the skills, qualifications, work experience and competencies required for that role.
- An [Application Form](#)

A Person Specification which details the skills, knowledge, qualifications, training, education and competencies necessary for success in the role is available on our website for each advertised vacancy.

### **Applying for a Position**

Study the role profile and person specification, and in your application provide examples of your work or other activities which demonstrate your ability or aptitude to meet the identified criteria. Pay particular attention to the role profile which includes a section at the bottom which details the competencies which are relevant for the position that you are applying for. (Match the levels of competency required back to the Competency Framework discusses above to give you an idea of the level of competencies that we are looking for. Try to provide examples of personal qualities, achievements at work, non-work related or voluntary work experience you consider relevant. Fill in the application form and send it, or email it to us by the closing date, along with any other relevant paperwork.

## **How is the Competency Framework applied during the recruitment process?**

If you are short listed for interview, the interview will be a competency based interview. These interviews are based on the idea that past behaviour is the best predictor of future behaviour. The interviewer's goal will therefore be to obtain specific examples of **when** and **how** you demonstrated particular behaviours. Interview questions are carefully designed to probe specific skills, **competencies** and characteristics that are relevant to job success for the position in question.

In the body of a competency-based interview, the interviewer will behavioural questions structured to help the interviewer determine how strong the candidate is in the competencies critical for success in the position.

## **What is the difference between a Competency based Interview and a general behavioural interview?**

The difference between general behavioural interview assessment and that of competency-based interview assessment is the difference between the potential to carry out the job and that of **actual demonstrated ability** to carry out the job.

The difference between, "Telling the interviewer what you would do if..... "and "Telling them about a time when you did.... "

That difference is critical to being successful at a competency-based interview.

## **How do I prepare for a Competency-based Interview?**

To prepare for your competency-based interview, review the **Role Profile and Person Specification** of the post carefully, playing particular attention to the identified competencies and identifying the skills and traits likely to be assessed. Next, identify the **situations** and **experiences** that you will refer to in the interview to demonstrate these skills and traits. Competency-focused, well-structured answers are extremely powerful and will impress the interviewer.

## **How should I structure my answers?**

We suggest you adopt the **SAOR** model to provide a structure to your answers:

### **SITUATION:**

Identify and briefly outline a specific situation in line with a key competency of a post

### **ACTION:**

Explain what action you took in relation to the situation

**OUTCOME:**

Define the actual outcome, particularly of the action you took

**REFLECTION:**

And finally, identify on reflection what exactly you learned from the experience, whether the actual outcome was effective, what successes were achieved, what improvements could have been made and what could you have done better / different, and how that might have been achieved. (This is a key part of the process!)

Example interview question:

- Can you give an example of when you have dealt with a difficult Situation in your team?
- What was the Situation and why had it happened?
- What did you do / what Action(s) did you take?
- How was the situation resolved / what was the Outcome?
- On Reflection what did you learn from this experience / what would you do differently / how might you improve this?

Response must:

- Briefly describe the Situation
- Answer focusing on your Actions; applying the who (you), what, when, where, why and how model often used to answer all the relevant questions that will keep you focused and make your description more interesting.
- Briefly inform the interviewer(s) of the Outcome, focusing in on your areas of involvement
- Show Reflective capacity by analysis of performance remembering to bring out your strengths as well as the areas for improvement. What you are seeking to demonstrate is a strong attachment to learning and development and the principles of continuous improvement.

**And finally:**

We wish you every success with your application. Good luck!!