

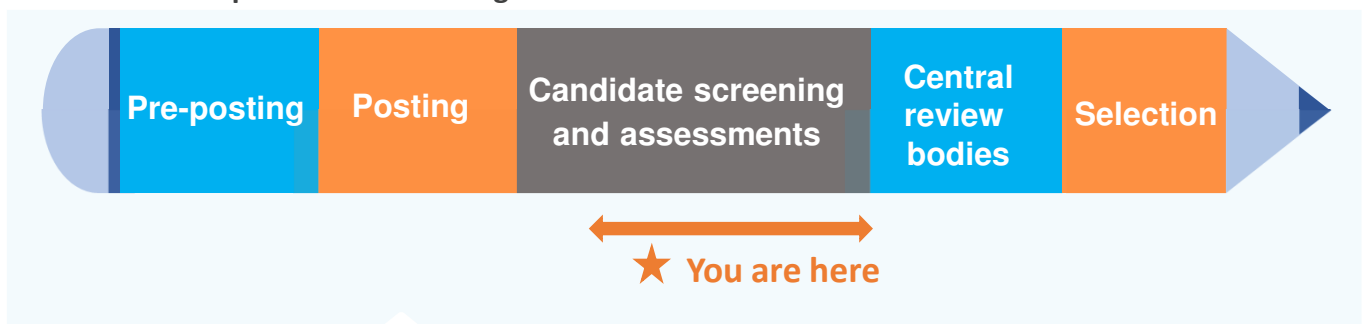


USING THE CBI EVALUATION TOOL

RECRUITMENT INNOVATION SERIES

WHERE ARE YOU IN THE RECRUITMENT JOURNEY?

The overview below shows the various steps of the recruitment process in inspira. You are currently at the Candidate screening and assessments stage. For all standard job openings and generic job openings and for those temporary job openings in the United Nations Secretariat where a competency-based interview (CBI) is conducted, hiring managers must document the outcome of the CBI for each interviewed candidate and record the assessment results in inspira. The interview reports for standard and generic job openings are reviewed by the Central review bodies (CRB). **The General Assembly has set a target of 120 days for completion of a recruitment process from Posting to Selection.**



WHAT IS THE CBI EVALUATION TOOL?

The CBI evaluation tool...

- Is an optional inspira recruitment tool which **makes it easier** for Hiring Managers **to draft and submit interview reports.**
- Makes it easier to plan and manage the interview process with **easy to use interview templates** for the Hiring Manager and panel members.
- **Partially automates** the interview report writing process.
- Uses the standard United Nations Secretariat competency indicators **to assess candidate interview performance and ratings.**
- **Helps panels to work together** to assess candidates consistently.

WHY IS IT USEFUL?



EASY AND FAST



STANDARDIZED



REDUCES ERRORS



HOW DOES THIS HELP EACH ACTOR IN THE RECRUITMENT PROCESS?



Ensures that all interviewed **candidates** are **consistently** assessed against the standard United Nations Secretariat competency indicators, thereby reducing potential bias and subjectivity.



Supports efficient and timely consensus-based decision-making within **interview panels** by providing a structure for the discussions, a template to record results, and automated tabulation of results to reduce errors.



Provides **recruiters** and the members of the **Central Review bodies** with comprehensive results by automatically pushing interview report findings into a final Comparative Analysis Report.

REQUIREMENTS

- Make sure that the inspira status (disposition) of all candidates invited to the CBI interview is **Shortlist**.
- Add all members of the interview panel to the list of interviewers in inspira **before starting** the interviews.
- Build **standardized** interview templates with CBI interview questions agreed by the panel members.
- Decide how panel members will **record interview results**:
 - (a) handwritten on printed templates, or
 - (b) on their computer (using a Word document).
- **Schedule time between interviews** (e.g. 15 minutes) for panel members to reach **consensus** on each competency indicator rating (yes/partially/no) and the key elements of the manual report.
- See Annex 3 for additional requirements.

PROCEDURE

- STEP 1**
- ACCESS CBI EVALUATION TOOL**
- Go to Main Menu > Recruiting > **Competency Based Interview**.
 - Search job opening by entering keyword or job opening number.
 - Click on job opening card.
- STEP 2**
- GENERATE INTERVIEW TEMPLATES AND RECORD INTERVIEW FINDINGS**
- Click “Add JO Specific Questions” and enter interview questions (optional).
 - Download offline template to be used by panel members during the interviews.
 - During the interviews, have interview panel members take notes and register ratings for each competency indicator.
 - Record consensus views for each indicator.
 - Collect panel member templates.
 - Click “Create Evaluation” to create final assessment.
- STEP 3**
- FINALIZE INTERVIEW ASSESSMENT**
- Click “create evaluation” to register the final assessment record
 - Record the indicator ratings based on panel consensus.
 - Add a **mandatory** manual summary narrative for each competency in line with the panel’s findings and conclusions.
 - Reviews the overall interview rating and final disposition of “Recommended” or “Not Recommended”.



STEP-BY-STEP INSTRUCTIONS

STEP 1: ACCESS CBI EVALUATION TOOL

The screenshot shows the 'Staff Member Activity Center' with a 'Main Menu' on the right. The 'Recruiting' menu is expanded, and 'Competency Based Interview' is highlighted. An arrow points from this menu item to the 'CBI - Job Openings' page. This page features a search field with the placeholder text 'Search job openings by keyword' and a 'Search' button. Below the search field, there are four job opening cards, each displaying a table of candidate counts per disposition and job details.

Click on this icon for more information (points to the information icon in the top left of the CBI - Job Openings page)

Search field: Enter keyword or job opening number (points to the search field)

Job opening card: shows job opening details and number of candidates per disposition (points to one of the job opening cards)

Click on job opening card to open the CBI evaluation page for this job opening (points to the bottom of a job opening card)

Job Opening Number	Posting Title	Grade	Department	Duty Station
57921	SECURITY TRAINING OFFICER,	FS5	Department of Operational Support,	BANGKOK
57914	UNESCO CR, G5		Department of Political Affairs,	BANGKOK
57910	SECURITY TRAINING OFFICER,	FS5	Department of Political Affairs,	HERAT
57896	ELECTORAL OFFICER, P3		Development Operations Coordination Office,	BANGKOK



- The CBI evaluation tool can be accessed through **Main Menu** (top right of *inspira* home page) > **Recruiting** > **Competency Based Interview**.
- All open job openings associated to a hiring manager or recruiter, with at least one candidate in either Screen (Roster), Short List, Recommended or Not Recommended disposition, are presented on this page as **job opening cards**.
- Job opening cards are displayed in descending order of job opening number.
- A maximum of 20 job opening cards are displayed. **To find** a specific job opening which may not be listed on this landing page, it is possible to type a keyword or a job opening number in the **Search field**.
- **Each job opening card** shows the job opening number, posting title, grade, department and duty station. The card also displays the number of candidates per disposition: Screen (Roster), Short List, Recommended or Not Recommended.
- The CBI evaluation page for a specific job opening can be **opened by clicking** on the selected job opening card.



STEP-BY-STEP INSTRUCTIONS

STEP 2: GENERATE INTERVIEW TEMPLATES AND RECORD INTERVIEW FINDINGS

(1) Click on "Add JO Specific Questions" to record the competency-based interview questions (optional)

(2) The window that opens imports all competencies included in the Evaluation Criteria/Job Opening

(3) Type in interview questions in text box (no character limit)

(4) Save text entered and EXIT

(5) Click on "Generate Offline generic CBI template" (without name) OR on "Generate Offline applicant's CBI template" (with name)

(*) IF a panel member prefers online recording of interview notes and results, he or she can click the "Create Evaluation" link

Disposition filters

Candidate card: shows applicant ID, name, gender, years of experience, disposition

- The **job opening-specific CBI evaluation page** displays a **job opening header** as well as **candidate cards**.
- The **header** shows the following details: job opening number, posting title, grade, department & duty station.
- The **candidate cards** show candidates in Screen with Roster (SR), Shortlist (S), Recommended (R) and Not Recommended (NR) status. Disposition filters are available in the right hand top corner. Each **candidate card** displays the applicant ID, name, gender, years of experience and current disposition through a colored icon.
- **Interview templates for panel members** can be generated through this page:

- **(1) Click** the "Add JO Specific Questions" link which **(2) opens** a window listing all competencies included in the evaluation criteria/job opening. **(3) Type in** the proposed job opening specific interview questions for each competency, including probing questions if desired, and **(4) click the "Save"** button, which also exits this window. The questions can be updated and saved again any time before the interviews start.

Steps (1) to (4) are optional as interview templates may be generated without any pre-entered questions. However, adding the questions helps to ensure that candidates are asked the **same questions**.

- **(5) Open** the "Generate Offline generic CBI template" link (without candidate name) OR the "Generate Offline applicant's CBI template" link inside the respective candidate cards (with candidate name) to generate forms for download and use by panel members for manual interview records.

The interview templates will list the questions (if added), the indicators for each competency and space for ratings, and an area for notes. **A set of forms for each candidate should be provided to each panel member. Panel members may register findings (1) handwritten on downloaded print outs or (2) in word documents saved on their computer.**



STEP-BY-STEP INSTRUCTIONS

STEP 3: CREATE FINAL INTERVIEW ASSESSMENT (1)

Competency Based Interview

Competency Based Interview

Finalize Save Cancel

Applicant 3 57896
 3058718 ELECTORAL OFFICER, P3
 Male, 9.7 years of Experience Development Operations Coordination Office, BANGKOK
 Germany [View/Print PHP](#)

Overall Result

Assessment Date: 15/12/2019

Overall Rating: Proposed overall interview rating: Partially Satisfactory

Status: Proposed overall interview status: Not Recommended

Overall Comments:

Communication Teamwork Professionalism

Total Indicators: 7 Passed: 5 Partially Passed: 1 Result: **Satisfactory**

Questions Asked:

Tell me about a time when you experienced a setback.

Indicators	Yes	No	Partially
1 Shows pride in work and in achievements	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 Demonstrates professional competence and mastery of subject matter	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 Is conscientious and efficient in meeting commitments, observing deadlines and achieving results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
4 Is motivated by professional rather than personal concerns	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 Shows persistence when faced with difficult problems or challenges	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 Remains calm in stressful situations	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women in men in all areas of work.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Assessment Output (Automated):

The Panel agreed that the candidate met following indicators:
 1. Shows pride in work and in achievements
 2. Demonstrates professional competence and mastery of subject matter
 3. Is motivated by professional rather than personal concerns
 4. Remains calm in stressful situations
 5. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women in men in all areas of work.

Manual Report:

The candidate gave an example from her position in charge of logistics with the British High Commission based in Nairobi and how she successfully undertook challenging initiatives to maintain a fuel station which was proposed to be closed within short notice. Through this example, the panel agreed that the candidate demonstrated her professional competence, which contributed to the safe and uninterrupted functioning of the transport system. The panel agreed that she met all the indicators of this competency and rated her response as outstanding.

Finalize button (can only be seen by hiring manager, not other panel members)

Sum of indicator ratings

Competency rating

System-generated text on candidate's performance against indicators

Manual report section



- It is the responsibility of the hiring manager to **finalize** the evaluation of the candidate's interview.
- When creating the final evaluation, the hiring manager should first consult panel members' notes and evaluations submitted to him or her. In accordance with CBI principles, the panel **must reach consensus** on the final ratings of each indicator and of each related competency (see Annex 1 for details).
- The hiring manager starts by recording the ratings for the indicators of each competency by clicking the relevant radio buttons. As a result, a text reflecting the assessment of the ratings for each indicator is **automatically generated** by the tool, thus eliminating the need for manual summarization.
- Based on the sum of the indicator ratings, the system will calculate the overall **rating for each competency**, i.e. **Outstanding** (candidate meets all indicators), **Satisfactory** (candidate meets most (i.e., more than half) of the indicators), **Partially Satisfactory** (candidate meets half or fewer of the indicators) or **Unsatisfactory** (candidate meets none of the indicators).
- In the "Manual Report" section, a **mandatory short summary** of the panel's findings and conclusions based on the candidate's response (**up to 200 words**) to supplement the system-generated assessment based on the indicator ratings **must be added for each competency**, whether the candidate passed or not (see Annex 2 for details).
- The hiring manager must ensure that the **panel members concur with the final interview report**. Any hard copy or electronic templates, notes and documentation from the interviews should be kept for future review purposes.



STEP-BY-STEP INSTRUCTIONS

STEP 3: FINALIZE INTERVIEW ASSESSMENT (2)

Competency Based Interview

Competency Based Interview

Finalize Save Cancel

S Applicant 3
3058718
Male 9.7 years of Experience
Germany

57896
ELECTORAL OFFICER, P3
Development Operations Coordination Office, BANGKOK
[View/Print PHP](#)

Overall Result

Assessment Date: 18/12/2019

Overall Rating: Satisfactory

Status: 102 Recommended

Proposed overall interview rating: Satisfactory

Proposed overall interview status: Recommended

Overall Comments: The candidate provided good examples for her work experience on the assessed competencies. The panel concluded that the candidate possesses the substantive skills and the required competencies and recommends her for this post.

Competency	Total Indicators	Passed	Partially Passed	Result
Communication	7	5	1	Satisfactory
Teamwork	7	5	1	Satisfactory
Professionalism	7	5	1	Satisfactory

- Based on the calculated ratings for each competency, the tool proposes an overall rating for the outcome of the candidate’s interview (“**Overall Rating**”) and the resulting final disposition (“**Status**”). Then, the hiring manager clicks on the arrow to populate the overall interview rating and the overall interview status.
- A field for **overall comments** is also available. These comments are **optional**.
- For candidates who declined to attend the assessment, who gave no response to the interview invitation or who were disqualified, a final assessment record can also be recorded by changing their status disposition to “**Not recommended**”. For such cases, the hiring manager does not rate the indicator competencies. The Overall Rating should be manually changed to “**Not Applicable**” and an appropriate Status Reason must be chosen (“Declined to attend assessment”, “Disqualified” or “No response to invitation”). **Alternatively**, the hiring manager can also change the disposition of such candidates by using the legacy tool, as described in Chapter 7 (Assessments) of the Staff Selection Manual available in inspira.
- If the hiring manager determines that **exceptional circumstances** necessitate changing the Overall Rating and Status suggested by the system, s/he should first discuss this with the recruiter and must record a written justification in the overall comments.
- Clicking the “**Finalize**” button results in recording the overall rating and updates the candidates’ dispositions in inspira to “Recommended” or “Not recommended”.
- Finalizing the assessment records generates the **Comparative Analysis Report** accessible through the “Reports” tab in the job opening landing page, which will be reviewed by the recruiter and the Central review bodies to facilitate the endorsement of the recommended list.
- The assessment records can be modified later if needed. To do so, the hiring manager **goes back** to the relevant candidate card, selects the links “[1] evaluation(s) available” and “View Evaluation” and amends the record. Then, he or she clicks on the “**Re-Finalize**” button to record the modifications which are tracked by the system.



DOs & DON'Ts



Generate interview templates for panel members using the CBI evaluation tool to ensure all panel members see the same questions and indicators.



Leave some time between interviews (e.g., 15 minutes) to review the standard indicator ratings and gain consensus among the panel members.



Explain to panel members that use of the standard indicators promotes a fair and unbiased assessment process



Do not exclude some indicators in your assessment; all standard indicators must be used to generate interview results for each competency.



Do not finalize an online evaluation without adding a **short summary** of the panel's findings and conclusions based on the candidate's response to each competency (in the "manual report" section).



Do not override the proposed Overall Rating and Status (this action is exceptional) without discussing first with the recruiter and providing a written justification.

FINAL NOTE

For more information on the new recruitment tools, check "What's New in inspira", contact your local recruiter or, if you are a recruiter, consult the "We Recruit" platform in Microsoft Teams.



STEP-BY-STEP INSTRUCTIONS

STEP 3: MORE ON THE USE OF THE COMPETENCY INDICATORS' RATINGS

- After each candidate's interview, panel members have a discussion to reach consensus on the indicator rating **for each competency**. Then, the mutually agreed ratings will be used by the hiring manager to finalize the interview evaluation.
- For each indicator under each competency**, panel members have the possibility to choose between three ratings according to the evidence collected during the interview:

Indicators	Points	Rating	Justification
	1	Yes	Candidate demonstrated consistent behavior on the indicator.
	0.5	Partially	Candidate has partially or inconsistently met the indicator.
	0	No	Candidate rarely met or did not meet the indicator.

- In accordance with the Organization's competency framework, all indicators have equal weight. Competencies may have a different number of indicators. Panel members should **probe until they have evidence on each indicator** and specifically assess the gender indicator under Professionalism or Leadership through a separate question.
- To apply a **consistent rating**, Inspira automatically assigns points to each indicator as shown above. It will then calculate the overall rating for each competency and **will recommend ratings** as shown below:

Competencies	Points	Rating	Justification
	1	Outstanding	Candidate meets all indicators
	> 0.5	Satisfactory	Candidate meets most (more than half) of the indicators.
	=< 0.5	Partially Satisfactory	Candidate meets half or fewer of the indicators.
	0	Unsatisfactory	Candidate meets none of the indicators

- It is therefore **possible** that a candidate receives a competency rating of "satisfactory" with more than half of the indicators having been rated as "partially".
- Before starting the interviews, panel members may have a discussion to **agree on the use of the "partially satisfactory" rating for the individual indicators**. For instance, they may agree to use it when a candidate's answer does not cover all aspects of an indicator that contains multiple statements (e.g. "foresees risks *and* allow for contingencies when planning") or when there is contradictory evidence on the indicator in another competency. The "partially satisfactory" rating must be based on evidence and should **not be used as a compromise** because the panel cannot decide on a rating of "yes" or "no".
- That being said, panel members should **reach a consensus** on the rating of each competency indicator and on the final rating supported by **strong written evidence** collected during the interview to explain the reason for those ratings.
- The hiring manager should ensure that the **panel members concur with interview report findings**. Any hard copy or electronic templates, notes and documentation from the interviews should be kept for future review purposes.



STEP-BY-STEP INSTRUCTIONS

STEP 3: MORE ON THE MANUAL REPORT – WHAT SHOULD BE INCLUDED?

- The manual report **supplements** the system-generated assessment based on the indicator ratings and should be a **short summary of the candidate's answer to each competency question**. It should **briefly** introduce the context and the action described by the candidate.
- The hiring manager **does not have to justify** why each indicator was met (or not met) by the candidate in the manual summary. Here is an example of manual report for each of the competency rating types:

The candidate provided an example as XX function in XX location where he/she was responsible to XXX. The candidate described how YZ happened and how he/she dealt with the matter including ABCD to Z. The candidate met all the indicators and therefore has been rated by the panel as **outstanding**.

The candidate provided an example as XX function in XX location where he/she was responsible to XXX. The candidate described how YZ happened and how he/she dealt with the matter including ABCD to K. The candidate met most of the indicators and therefore has been rated by the panel as **satisfactory**.

The candidate provided an example as XX function in XX location where he/she was responsible to XXX. The candidate described how YZ happened and how he/she dealt with the matter. Despite probing, the candidate met half or fewer of the indicators and therefore has been rated by the panel as **partially satisfactory**.

The candidate provided an example as XX function in XX location where he/she was responsible to XXX. The candidate described how YZ happened but failed to describe how he/she dealt with the matter. Despite probing, the candidate failed to demonstrate any of the indicators and therefore has been rated by the panel as **unsatisfactory**.

- The below table shows some **examples** of incomplete and good manual report write-ups:

Incomplete manual report write-up (X)	Good manual report write-up (✓)
<p>The candidate answered the question well and the panel was satisfied with the response.</p> <p>(too brief, no context provided)</p>	<p>The candidate described an example from her work in the Department of X, in which she had to develop a new methodology for reporting on a critical issue. She described gaining consensus from colleagues despite differing points of views, and how she developed a communication strategy to accompany the new report to explain what elements had been changed.</p>
<p>The candidate didn't answer the question to the satisfaction of the panel members. He didn't show how he developed clear goals consistent with agreed strategies, or use time efficiently, or monitor and adjust plans as necessary. He did, however, state that he foresaw risks when planning the event.</p> <p>(summary should not include individual indicators)</p>	<p>The candidate provided an example from his work in the Transport Section of X in which he had to organize a major logistical operation. He described the challenges faced in the Mission, including personnel issues, but despite probing, he did not show the steps he took in planning and organizing the event.</p>
<p>The candidate was overall too general in his responses and therefore only partially met the competency indicators.</p> <p>(too brief, not enough detail provided)</p>	<p>On Planning and Organizing, the candidate touched upon a time from 2008 in his position as Administrative Assistant with X. Despite continuous guidance, the candidate could not provide a substantial example from this experience.</p>
<p>The candidate answered the question well. She provided a clear explanation of her qualifications as well as experience. She referred appropriate examples and touched on possible challenges.</p> <p>(too general)</p>	<p>The candidate referred to an example from her working experience as a lawyer with the Independent Commission of Inquiry in X. As the team leader she needed to decide on how to structure and organize the report, identify key themes and assign parts to team members. There were allegations of foreign interference including other sensitive information but under her guidance the team was able to maintain its independence and deliver a quality report.</p>
<p>His example of creating a team was good, he supported staff and listed priorities.</p> <p>(too brief, not enough detail provided)</p>	<p>The candidate provided an example of teamwork by explaining how he helped X to make a group of individuals composed of military, foreign affairs and trade function as a team and not a combination of separate units. He ensured that everyone understood what the team was trying to achieve collectively and what the priorities were.</p>



STEP-BY-STEP INSTRUCTIONS

MORE ON THE CBI ITSELF – IMPORTANT REMINDERS

Here are some important elements to keep in mind when comprising panels and conducting CBI interviews:

- Panels should normally be comprised of at least three staff members, including **at least one female**, and at least one person from **outside the work unit** where the job opening is located (n.b., for D-2 positions, at least two members must be from outside the work unit).
- The hiring manager should **ensure** that each member of the panel:
 - has been added to the list of interviewers in the hiring team in inspira,
 - has completed the **CBI training**,
 - holds an appointment **other than a temporary appointment**,
 - **serves at the same level or higher** than that of the job opening.
- Hiring managers and panel members should familiarize themselves with the competencies for the position and the competency indicators to prepare **relevant competency-based interview questions** which should be kept **confidential** until the interviews.
- All candidates should be asked the **same opening question for each competency and be probed** to elicit evidence on all indicators.
- Panel members should **allocate sufficient time** to conduct the interviews. They should use a robust evidence-based interview process to overcome unconscious bias during the interview process.
- In writing the interview report, the hiring manager is **not allowed** to compare candidates to each other, to rank candidates or to add information that was not elicited during the interview.
- **Assumptions and speculative language** such as “seems to”, “looks like”, “appears to” or “most likely” must be avoided.
- The evaluation record must not contain derogatory or demeaning language concerning applicants.
- Hiring manager **should gain consensus** from the panel on whether the candidate has demonstrated **consistent behavior** on the indicators and the resulting competency ratings.

