



# Cape Cod Human Resources Association

# HR NEWS

Cape Cod Human Resources Association P.O. box 665, Hyannis, MA 02601

October 2007

[www.cchraonline.com](http://www.cchraonline.com)

## Competency Modeling

At the September meeting, Priscilla H. Claman, President of Career Strategies Inc., spoke about Improving Employee Selection Through Competency Modeling. Competency modeling is a technique invented by social scientists during World War II. It formulates decisions based upon data collected from people within the organization about behaviors of *superior* performers.

In HR, the data can be used to set the criteria for employee selection. For example, in a search for a new auditor Priscilla collected data from the auditing department which revealed that she needed someone who could spot discrepancies in information and then speak out about them. She kept her two criteria in mind. When an applicant for another position called her and politely questioned discrepancies in the company's vacation accrual policy she spotted both qualities needed for the auditor position.

Claman pointed out that there are two ways to predict behavior in candidates: 1) by what they unconsciously do in front of you and 2) by what they describe themselves doing in similar circumstances in the past. She

suggests using these indicators instead of hypothetical questions during an interview.

To predict future behavior, notice how the interviewee behaves throughout the interview process. Do they claim to be organized but show up late or unprepared? Does an applicant for a sales position call frequently to see if she got the job and negotiate for higher salary and more benefits? These behaviors are more indicative of their performance than many question responses.

Probe for examples of past behavior with questions such as "How did you start planning that project?" and "What did you do next?" to gauge their behavior from past experience. Did they consult with a supervisor? Take a team approach? Did they do what you would want the person you are currently hiring for to do?

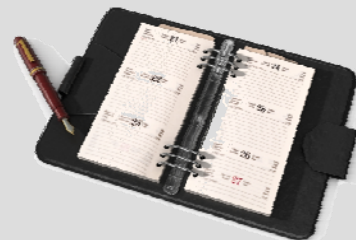
Once future performance has been assessed, it is important to hire for superior performers, not just baseline performers that meet the minimum qualifications. With competency modeling you can identify the characteristics of superior performers and raise the bar in your hiring practices. ■

## Raffle Winners

Two copies of the book *Ask...How to Get What You Want and Need at Work*, by Priscilla Claman were raffled off to attendees. Donna Verrette and Peter Johnson-Staub were the lucky winners. ■

## What's Next?

In October, *Benefits Cost Containment* will be the topic of discussion led by Mike McCullom. Michael W. McCullom is the President and CEO of Custom Benefits Group in Boston. He has an extensive background in the Employee Benefits market with ten years of experience at Phoenix Home Life as a Group Benefits Representative and later as one of the company's youngest Regional Group Managers. In 1997 Mr. McCullom founded Custom Benefits Group, which has grown to become one of New England's most successful employee benefits brokerage companies. Mr. McCullom will speak at the CCHRA meeting on **Thursday, October 25<sup>th</sup>** about keeping group medical, dental, life, disability, and retirement plans affordable for employers and employees. Don't miss it!



## Mark Your Calendar

There is no November meeting. The December meeting is held early on Thursday, December 6<sup>th</sup>. Bill Roiter will speak about Retaining Your Most Valuable Employees. Be there! ■

## CALENDAR OF EVENTS

### Meetings

#### **October Meeting**

Thursday, September 27, 7:30 am, *Holiday Inn, Hyannis*  
Benefits Cost Containment with Mike McCullom

### Other Events

#### **Navigating the new economy**

October 17, 7:30 – 9:30 a.m. *Cultural Center of Cape Cod*  
<http://www.capebusiness.net/events>

#### **Northeast Human Resources Association**

October 17 – 19, Rhode Island Convention Center,  
Providence, RI  
<http://www.nehra.com/>

#### **SHRM Global Conference & Exposition**

March 31 – April 2, *Boston, MA Boston Marriott*  
<http://www.shrm.org/>

## MEMBERSHIP

Don't forget to join or renew your membership for the 2007 – 2008 year. Rates are \$60/\$165. For more information contact Laura Johnson, Membership Chair at [ljohnson@shepleywood.com](mailto:ljohnson@shepleywood.com) or 508-862-6291.

## SCHOLARSHIPS AVAILABLE

The Scholarship Reimbursement Program is available to CCHRA members and students who are residents of Cape Cod, pursuing education in the human resources field. For members, up to \$200 per fiscal year is available to attend any scholarship committee-approved HR-related workshop, course, or conference or an industry-specific workshop. For students (members qualify), scholarship funds can be used for CCHRA membership and meetings and/or for human resources-related books and coursework (up to \$100 per school year). Apply today at [www.cchraonline.com](http://www.cchraonline.com).

## WEB SITE UPDATE

CCHRA is in the process of updating the web site. If you have any suggestions, ideas or talent, please contact Kristina Ierardi at [kierardi@capecod.edu](mailto:kierardi@capecod.edu) or 508-362-2131 ext. 4688.

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