



Toolbench

Integrated tools for employee and organization success

Candidate Selection Module

Conduct Objective, Focused Interviews Using Behavioral-based Competency Interview Questions

The **HRToolbench**® Candidate Selection module enables HR professionals to set up new job requisitions and candidate information, and to generate interviewer worksheets containing behavioral-based interview questions that are used by supervisors/coaches and HR professionals to conduct effective and focused candidate interviews. Behavioral-based interview questions are automatically generated from a job description's General and Functional/Technical competencies. Candidates are assessed against a job's targeted proficiency levels. Multiple interviewers' ratings of a candidate predict the candidate's current level of "readiness" to perform the job. Multiple candidates applying for the same job are compared to each other using consistently-applied rating metrics. The HRToolbench Candidate Selection module supports objective, consistent and balanced candidate interviews and hiring decisions.

General Competency	Importance	Definition	Question	Notes
Customer Service	Important	Demonstrates sensitivity to customer satisfaction, knows customer needs and expectations. Responds quickly to customer, strives to exceed customer expectations. Monitors levels of customer satisfaction.	What is an example of a time when you offered outstanding customer service? Describe the situation and what you did.	
Professionalism	Very Important	Priorities reflect a strong work ethic, putting work and project tasks in front of personal agenda. Work conduct follows organizational policy, including dress codes, communication standards, and other norms associated with organizational behavior.	Everyone experiences conflicting demands for time and attention in life. How have you managed these conflicts?	
Quality Focus	Critical	Shows commitment to quality in products, services, and processes; adheres to quality standards and expectations.	When the work product is not 100% right, but the deadline has come, what do you do?	

Bring added focus to the candidate interview process by creating custom interview worksheets containing behavioral-based interview questions that are linked to the competencies of the job for which the candidate is being interviewed.

Competency	Samuel Bellini	Brian Brown	Hope Peterson	Candidate's Avg. Proficiency Level	Job Targeted Proficiency Level	Competency Proficiency Gap
General Competencies						
Customer Service	---	3	2	2.5	3	-0.5
Professionalism	2	3	3	2.7	4	-1.3
Quality Focus	3	---	3	3	3	0
Teamwork	2	3	3	2.7	2	0.7
Functional Competencies						
Accounting System Integration	---	---	---	---	4	---
Coaching and Developing	---	---	---	---	2	---
Cost Accounting	3	---	4	3.5	3	0.5
Currency Exchange	---	---	---	---	2	---
Decision Making	---	---	---	---	2	---
Financial and Accounting Knowledge	3	---	3	3	4	-1
Forecasting and Trends	---	---	---	---	3	---
General Business Knowledge	---	2	2	2	3	-1
Knowledge of Company Policies and Best Practices in Finance and Accounting	---	---	---	---	3	---
Knowledge of Tax Laws and Regulations	2	---	2	2	3	-1
Risk Management	---	---	---	---	3	---
Working at Multiple Levels of the Business	---	3	3	3	3	0
Average	2.5	2.8	2.8	2.7	2.9	---
Proficiency %	78.9%	93.3%	89.3%	87.1%	100%	---

Multiple interviewers' competency ratings are used to calculate a candidate's perceived proficiency levels and current readiness to perform a job. Candidate readiness proficiency percentage offers a quantitative measure for comparing candidates.

Integration with Other Modules

The **HRToolbench Job Description** module contains functional job description information that flows automatically into the Candidate Selection module. General and Functional/Technical competencies associated with the functional job along with behavioral-based interview questions are automatically displayed to assist HR professionals in setting up customized interview worksheets for each interviewer.

Job Description



Candidate Selection



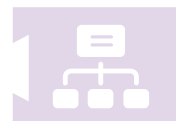
Performance Management



Compensation



Succession Planning



360 Feedback



About HR Technology Solutions and HRToolbench

HR Technology Solutions, Inc. was founded in 2002 to deliver superior, affordable, Web-based tools that enable organizations to attract, retain and motivate employees more effectively and profitably. We focus primarily on serving small to mid-size organizations.

Our flagship product, HRToolbench, is an integrated suite of HR modules that promotes organizational success by sharing information uniquely among six HR functions and processes, including Job Descriptions (competencies), Candidate Selection, 360 Feedback, Performance Management, Succession Planning, and Compensation. HRToolbench reduces the administrative time required to perform critical HR processes, encourages frequent and high quality communications between employees and managers, and supports strategic management of the workforce.

Our unique combination of HR consulting and Web technology expertise allows us to build and deploy "best practices" human resource management tools that embody the features, flexibility and affordability typically unavailable to small and mid-size organizations from competitor systems. We also provide HR consulting services, if desired, to develop custom competencies, design compensation and reward programs, and restructure organizations.



FEATURES	FUNCTIONALITY	BENEFITS
Set up and manage open job requisitions	<ul style="list-style-type: none"> • Create a new job requisition. • Select a job from the Functional Jobs listed – jobs titles are automatically pulled from the HRToolbench Job Description module. • Enter the location of the job to be filled, the number of open positions to be hired, and assign the pool of interviewers. 	Easily set up, edit and close open job requisitions. Assign a pool of interviewers in advance for consistent interviewer ratings.
Set up and manage candidate information	<ul style="list-style-type: none"> • Set up a candidate. • Enter candidate information, and electronically attach a candidate's resume and any other supporting documentation. 	Easily set up and edit a candidate's personal information and attach supporting documentation. Link the candidate to an open job requisition/s.
Configure interviewer worksheets	<ul style="list-style-type: none"> • Customize each interviewer's worksheet by assigning specific competencies and interview questions to each interviewer. • Print hardcopy worksheets with behavioral-based questions to ask the candidate during the interview. • Record perceptions of the candidate on the hardcopy work sheet. 	Each interviewer is assigned specific behavioral-based interview questions linked to the job's competencies to help focus the interview process. Interviewers are guided in asking job-related questions and responses are used to rate a candidate's job competency proficiency levels.
Enter candidate interview results	<ul style="list-style-type: none"> • Record perceptions of each candidate based on the candidate's responses to competency behavioral-based questions. • Record perceptions of the candidate on the hardcopy work sheet. • Enter supplemental written comments. 	Interviewers rate candidates against job-specific, targeted competency proficiency levels. Rating criteria are applied consistently to all candidates, promoting objective and fair comparisons.
View candidate ratings	<ul style="list-style-type: none"> • Interviewers' ratings are used to calculate a candidate's perceived readiness to perform a job. • Identify gaps in the candidate's competencies. • Calculate each candidate's job readiness percentage. 	Quantify a candidate's "readiness" to perform a job based on an assessment of job-related competencies and targeted proficiency levels.
Compare candidates	<ul style="list-style-type: none"> • Compare candidates based on individual competencies ratings and the calculated "readiness" percentage to perform a job. • Quantify candidates' job proficiency levels with consistently-applied competency assessments. • Rank candidates by "readiness" to perform the job. 	Hiring decisions are supported and enhanced by quantified ratings linked specifically to a job's competencies and targeted proficiency levels.



HRToolbench is a product of HR Technology Solutions, Inc., a provider of Web-enabled, hosted tools that help to create and utilize workforce information in an easy, rapid, practical, interactive, strategic and cost effective manner.

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