# THE COMPARISON BETWEEN THE EFFECTIVENESS OF THE COMPETENCY BASED INTERVIEW AND THE BEHAVIORAL EVENT INTERVIEW

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**Abstract**

The article focuses on the method of the Competency Based Interview (the CBI) and it's comparison with the Behavioral Event Interview (the BEI). It starts with a theoretical introduction to the competence terminology, the description of both methods (the BEI and CBI) and an effectiveness survey of the Competency Based and Behavioral Event Interviews. Both forms of interview are standardized and have behavioral base, but the CBI is based on the competence assessment. An analysis, which precedes the CBI, allows you to aim the questions at characteristics which are crucial for the success of the position. The analysis of the working position is often used to identify the corresponding behavior that will lead to a good work performance and is supplemented by the analysis of a real successful behavior in the position and the characteristics of its wearer. The effectiveness comparison was realized by the verification of two hypotheses (H1, H2). H1: the candidates chosen by the CBI will have a higher success rate for a given position than the candidates selected by the method of BEI. H2: the candidates selected by the CBI will be more suitable for the job, therefore more satisfied, and they will therefore show a lower level of fluctuation.

The survey was realized in a large Czech organization operating in the financial sector with more than 3000 employees. The research group of 50 sales team leaders selected by the CBI was compared with a control group of 50 sales team leaders selected by the BEI. I examined the truth of the hypotheses in four reference periods (a trial period of 3 months, periods of 1 year, 2 years and 3 years). In addition to the hypotheses verification an analysis of the CBI validity and reliability was set.

**Key words:** Competency Based Interview, Selective interview, Behavioral Event Interview.

**Classification JEL:** M12 – Personnel Management

## 1    Introduction

The Competency Based Interview (the CBI) is completely standardized behavioral interview which is based on the competence assessment. The competence term is burdened by a considerable conceptual disunity. Individual science discipline see competences as a topic differently (according to set standards, pragmatically, etc.), and so does the managerial practice (competence seen as key characteristics of excellent employees, key strategic competences interrelated with the whole company).

The professional competence concept within the meaning of the key characteristics of the individuals is distinguished from the key competence concept, which represents a general andragogy category and which is currently used very much in the lifelong education field and training as part of the European national education systems *(Tureckiová et al., 2010, p. 22)*.

The issue of the Competency Based Interview is closely linked with the issue of professional competences in general, which can be described as a combination of knowledge, skills, personal characteristics and values. The professional competence in most approaches is measured by performance in specific work situations. The concept of professional competences was created on the basis of a discussion, which pointed out that intelligence may not be a good predictor for a success in the occupation. Until then, the measuring of intelligence was used as the main tool for the prediction of a good performance. The discussion was opened during the World War II, when Flanagan inquired into the dependence of the success in fighting and the success in tests and he found out that the predictive value in intelligence test was not as high as it had been foreseen originally. On the basis of these outputs, Flanagan recommended to identify

the key characteristics influencing performance in a particular situation. Robert White called them competences *(in: Kubeš, Spillerová, Kurnický, 2004, p. 19)*. Flanagan's consideration has been further developed by David C. McClelland. The article entitled *Testing for Competence rather than for Intelligence* has pointed out the need for a clear definition of the performance and the fact that a success or a failure is a result of multiple effects *(McClelland, 1973)*.

Next very important step was, that in 1982 Boyatzis published the publication of The Competent Manager: A Model for Effective Performance which launched a massive wave of the competency – based research. It has responded to the problem that troubled the professionals in the field of human resources, i.e. emphasized the need for a standard dictionary, which would allow distinguish the employees giving average or outstanding performance. Boyatzis *(1982, p. 20-21)* defines the competence as important characteristics of individuals that are related with the efficiency and quality of their performance in the job. The concept of professional competence has been defined many times. Armstrong *(2009, p. 202)* provides the definition of 2004 according to Rankin, the term competence refers to the definition of skills and behavior. Furthermore, he continues to explain that competences can express expected individual's outputs, and the way in which these activities are carried out. Hroník defines competences as a „bunch of knowledge, skills, experience and properties, which support the achievement of objectives," *(Hroník, 2007, p. 61)*.

The competence is fairly stable characteristic of an individual's behavior. If the competence development level is known, one can certainly anticipate the quality of human behavior in dealing with situations or tasks. The competence provides information how an individual is likely to behave and think, and shows a certain way of acting in a certain type of situations. Each competence is composed of several individual parts, which participate in its description. Competences are reflected in behavior, which originates in mental processes, beliefs and desires. The source of the mental processes we can find in physiological processes of the central nervous system.

Hay Group Company, Inc. (part of McBer Company) used to describe competences as an iceberg. While some elements of competence, which are essential, are easily identifiable and measurable, other elements are much harder to detect. In upper layers of the glaciers there are skills and knowledge generally much easier to train and develop. The parts lying deeper are not so obvious, but they have a high level of control and control external behavior. For example, a social role and individual's perception of himself exist on a conscious level, while the features and themes and attitudes lie deep below the surface. The essential competence components according to the model of the iceberg are skills, knowledge, social roles, and perception of itself, features and themes *(Hay Group Inc., 2003)*.

The Interview to the identification and assessment of competences was described in detail by Boyatzis *(1982)*. Boyatzis used a behavioral interview (the BEI) as a method for determining the level of competence *(Boyatzis, r. e., 1982, p. 41)* and this laid the foundation for the method of CBI (the Competency Based Interview). The CBI is a more specific version of the BEI and I was interested in the question if the CBI is also more effective in the terms of its validity and reliability. I had two hypotheses H1: candidates chosen by the CBI will have a higher success rate for a given position than the candidates selected by the method of BEI. H2: the candidates selected by the CBI will be more suitable for the job, therefore more satisfied, and so they will show a lower level of fluctuation. The second parameter, which indicates the quality of the methods results, is therefore a greater stability of the candidates selected. I consider the question of effectiveness of the BEI and the CBI very important especially in recent years. Although the survey results should be further more elaborate in a more extent research, the results presented should help to see the method of CBI as more useful and perspective for the future.

## 2    The BEI and CBI methods description

### 2.1   The Behavioral Event Interview

The method of the Behavioral Event Interview (the BEI) deals with the analysis of past events puts the emphasis on facts and examples from real situations.

The method of BEI is based on Flanagan's critical incidents technology *(Flanagan, 1954),* which was developed later by the Harvard Professor McClelland *(1998).* The basic idea is that a past behavior can predict a future behavior. The aim is to obtain a detailed description  of the behavior in the performance of work. A respondent tells "short stories", which describe a specific behavior, thinking and action in everyday situations and in critical situations. In this approach, a smaller number of events there is but the questions go far deeper, the answers are more detailed, and the feelings and thoughts that accompany each activity are queried.

In order to obtain reliable information through the BEI it is important to record the conversation. Otherwise the record could be easily influenced by the interviewer's opinion. For the same reason, the questioner should not know whether he talks to a successful or an average employee. The BEI is advantageous because it allows to specify the behavior that leads to success, and also it helps understand better the context associated with inefficient behavior (feelings, thoughts, attitudes). The disadvantage of this method is its time and professional demandingness.

The BEI combines the two aspects which have been proven to be significant in terms of the **validity and reliability level** of an interview. The researchers Gordon, Strother, Rosenau, and Cooper *(2008)* from the company CPS Human Resource Services have analyzed critical elements that, according to the statistical data, lead to higher efficiency of the selective interview and found out that the two most important factors are the structured format and the questions based on past behavior.

Other studies have confirmed the importance of these factors. The structured interview as a sophisticated diagnostic tool appeared in the study of Dr. Scott, which was focused on the selection of vendors in 1915. Dr. Scott found out that the structure improved significantly the success of the method. *(in: Campion, Palmer, Campion, 1997).* Also Wiesner and Cronshaw *(1988, in: Cook, 2009, p. 72)* explored the validity of structured and unstructured interviews and quantified the validity of the interviews. The unstructured interview reached the value of only 0.20 (adjusted value of 0.11) when it was led individually and the value of 0.37 (adjusted value of 0.21) for the unstructured interview led by several questioners. By contrast, a structured interview conducted by an individual reached the validity of 0.63 (the adjusted value of 0.35) and structured interviews with several questioners reached the value of 0.60 (adjusted value 0.33), in addition to that using an approach based on an agreement led to the strengthening of the validity value to 0.64 (the adjusted value of 0.35). Another survey showed that the structured interview is more than twice more effective than unstructured interviews in predicting the performance of a candidate in the offered position *(Salgado, 1999, in: Cooper, Robertson (eds.), 1999).*

One of the first researchers who focused on the past individual's experience and their predictive value for the estimation of the corresponding behavior in future working positions was Ghiselli *(1966).* He created the "Past Behavioral Interview" method. For 17 years he observed the selective interviews conducted by members of the human resources department with the candidates for the position of a broker. During this time, he assessed 507 men, 54% of them were accepted by management. Ghiselli related his questions to the high school experience or the military service experience. He did not ask for their childhood or youth. The results showed that men, who scored high in the interview scores, were recruited. *(Ghiselli, 1966, p. 389-394)* The influence of the behavioral view was confirmed by studies of Campion and Campion *(1994,*

*p. 998 – 1002).* Scientists tested 70 structured interviews, which contained situational questions and questions based on the previous specific experience. The interview was built on the description of a position, and the data about the work performance were used as a criterion. The validity level of the questions in the test built on the experience was significantly higher (0.51) compared to situational questions (0.39).

For the reasons just mentioned, the BEI is considered to be one of the most effective forms of an interview method.

## 2.2   The Competency Based Interview

The Competency Based Interview (the CBI) is also a form of a behavioral interview; however, it differs from the method of the BEI. Kessler describes that "The Competency based interviews are structured and use behavioral questions to help the interviewer assess candidates based on critical competencies identified for the position," *(2006, 26 p.).*

The CBI has two more characteristics that contribute to its efficiency. In particular an analysis which precedes, it allows to aim the questions at characteristics which are ***crucial for the success of the position.*** The analysis of the working position is often used to identify   the corresponding behavior that will lead to a good work performance and is supplemented by the analysis of a real successful behavior in the position and the characteristics of its wearer. The selection methods based on competences arise from the hypothesis that the consistency between the requirements of the work and competence of the candidate means higher quality and satisfaction in the work *(Caldwell, O'Reilly, 1990, p. 648 – 657).* To define the competences we need a series of data that we can get using a large spectrum of methods. Gael *(1988)* lists more than 40 of them, I choose some, which I consider to be the most commonly used: a job functions or tasks analysis, a direct observation, an interview, a panel of experts, a database, psychometric methods, tests of ability, personality questionnaires.

The data obtained in different diagnostic methods are more processed. The output is a list of competences. From all the information acquired it is necessary to select those facts which directly describe the behavioral observable phenomena, activities, contributing to the successful or unsuccessful outcomes.

The individual statements are further classified into groups, called competency topics. In the further process of the classification a group of competences is derived, and homogeneous units are created (the basis of competences). It is possible to ensure the analysis objectivity; either the classification can be done by more experts or a statistical process can be used as a method, and last but not least an independent expert can be asked to assess the data. The entire process leads to the definition of the competence model which represents *"an overview or a set that describes all the competencies necessary for the work performance of a particular place," (Krontorád, Trčka, 2005, p. 13).* This report is known as a competency model for that position.

On the basis of the competency model the CBI form is set up. In the final stage of the analytical process, the interview form is verified on a sample of respondents to check the correlation of the measured competence levels for the position and the real success in the position. Individual statements are reviewed by questionnaires. The probability greater than 70% can be considered a success.

The company Barclay Simpson (corporate governance recruitment), which works with the CBI, recommended to prepare an interview by the STAR model which represents:

**S** for situation – the situation related to the selected topic (competence).

**T** for task – a task that is necessary for solving in the context of situation.

**A** for action – the activity that was necessary to implement for solving the situation.

**R** for results – the results which were achieved *(Barclay Simpson, 2012).*

For the interview it is necessary to prepare recording sheet, so that it is possible to record continuously how the competences monitored are manifested. The interviewer should leave a list of the competency level with in detail itemized manifestation of the candidate's behavior on disposal, so that the candidate's level could be specified. The length of the interview should not exceed 1 – 1.5 hour. The length does not serve as a proof of the interview quality, it is appropriate to prepare the interview only so long to obtain the necessary information *(Shermon, 2004, p. 241)*. Interviewers should be trained in working with the technology of the Competency Based Interview and acquainted with the objectives very well.

The second characteristic that enriches the CBI effectiveness is the follow up system of work with the candidates in the framework of the organization, which serves both to the stabilization and the development of the employees. The competency based management influences considerably the individual integrated processes in the personnel management, starting by recruiting of new employees, and following with their development, assessment and remuneration. In all areas of the personnel management the competences create the framework for making decisions, which saves property, energy and time.

We can suppose that in view of the reasons mentioned above, the CBI is a more effective method for selecting candidates than the BEI, and this hypothesis was the subject of my enquiry.

## 3    Target and determination hypotheses

The aim of the project was to verify the effectiveness of the CBI for external selection of lower management positions – team leaders. The success is measured by the efficiency degree comparison of the CBI and BEI. I divided the specification of objectives into the verification of two hypotheses.

H1: the candidates chosen by the CBI will have a higher success rate for a given position than the candidates selected by the method of BEI.

Originally a real profit as a measure of the chosen candidate's success was chosen, however, the development in the economic situation and the major change in the business environment, makes the real profit inappropriate for a scale. The compliance rate in which the business goals are fulfilled proved more suitable for the results comparison. The standards are set in relation to the economic situation in the Czech region and in the financial sector and their use reduce the interference of independent variables, i.e. the development of the global economic situation, the situation in the Czech region and the situation in the financial sector.

 H2: the candidates selected by the CBI will be more suitable for the job, therefore more satisfied, and they will therefore show a lower level of fluctuation. The second parameter, which indicates the quality of the method results, is therefore a greater stability of the selected candidates.

In addition to the hypotheses verification, an analysis of the CBI validity and reliability was set.

### 3.1   The survey methodology

The survey was realized in a large Czech organization operating in the financial sector with more than 3000 employees. The team leader position has been monitored since 2000, the employees in this position showed large fluctuation; up to 50% in the period of 1 year and 65% in the period of 3 years for newly employed people. In 2002 a single standard selection mode has been introduced, based on a standardized interview BEI.

This measure helped reduce fluctuations in newly employed people from about 11% to 39% in the first year and from about 18% to 47% in the period of 3 years. However, it turned out

that almost 30% of the employees who left, did not reach the long-term standards of commercial objectives.

In 2005, the company management decided to introduce a competency model for a position of team leader. In 2005, an analysis of the high performance competencies for this position took place, necessary competencies were defined and the methodology of choice for the position was prepared. I had two examined groups, the research CBI group had been observed from the year of 2005 to the year of 2008. As the control group a group of candidates selected by the BEI between the years 2002 and 2005 was chosen. In the year of 2011, it was possible to compare the results of all the candidates selected.

The objective of the research task was **to compare the results of team leaders,** selected by the method of **BEI** to the results of team leaders selected by the method of **CBI** and confirm or refute hypotheses H1 and H2. In the first step of the research task solution the materials were studied, their analysis, synthesis and comparisons were made and the significant factors which enter into the issue were clarified. In the second step the definition of the position competences was prepared. The preparation required a specific CBI form definition and its verification. In the third step the data on candidates who were recruited to the position by the BEI and by the CBI were collected. Research and control groups were created. In the fourth step the results were analyzed, the two groups were compared and the hypotheses H1 and H2 were confirmed or refused. In the last step the overall assessment of the benefits was carried out.

The research group (the RG): 50 candidates for the position of a team leader selected by the CBI method in 2005 – 2008. The group included 50 selection cases, in which as a main method the Competency Based Interview was chosen. I did not include the cases where the choice was realized through the Assessment Centre (the CBI method was only a part of the whole set of methods). The reason was that it would not be possible to eliminate the influence of other methods. Also other variables were limited as much as possible. 50 selections were made at random (from a total of 62 selections that would meet the specified criteria).

The control group (the CG): 50 candidates for the position of a team leader selected by the BEI method 2002 – 2005. The control group was selected from a total of 54 selections, so that the ratio of men (32) and women (18) corresponded with the research group. The distribution of age in both groups is shown in Figure 1.
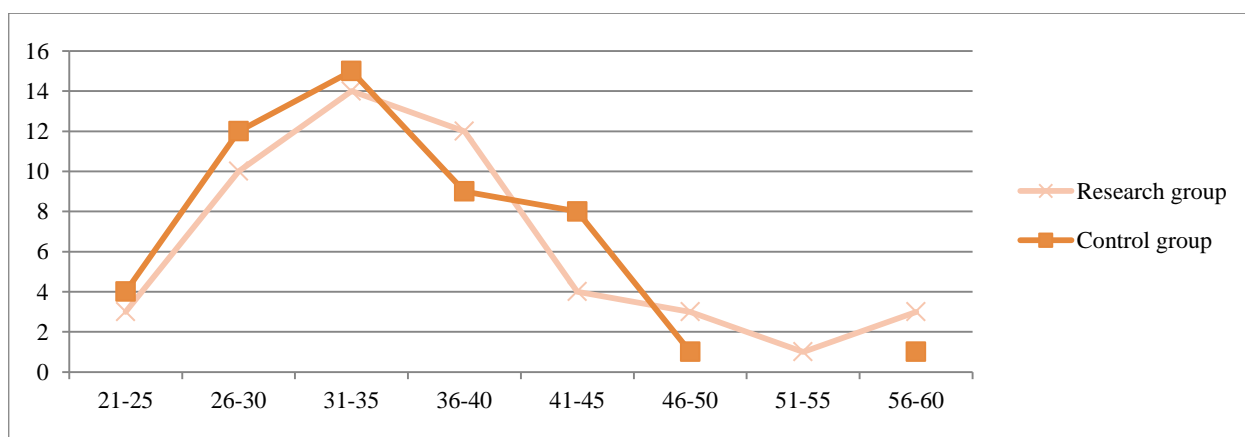


*Figure 1: The age distribution of the research and control groups*

Source: own study

The Figure 1 shows that the age distribution was very similar for both groups, and the research group is slightly more varied. While in the control group there are almost 90% of the

individuals between 26 – 45 years of age, in the control group it is only 80%. In processing of the research many specific methods have been used, some of them are known as the logical methods and methods of qualitative and quantitative research.

*Methods in the preparatory phase:*
- The study of professional materials.
- Analysis, clarification of the significant factors which enter into the issue.
- Synthesis of the results.

*The methods used in the CBI method preparation:*
- Job analysis.
- Panel of experts.
- The BEI with the best team leaders and the losers.
- The Repertory Grid Interview (the RGI) with a sample of superior managers.
- Test of general skills in a sample of team leaders.
- Analysis of feedback from subordinate traders.
- Synthesis in the definition of the competences.
- Analysis of the reliability and validity of the methods of CBI.

*The methods used during the hypotheses verification:*
- Results analysis of the research and control groups.
- Research and control group comparison.
  - ~ Statistical parameters, the mean and the standard deviation.
  - ~ Statistical comparison of results of the interview with the results of the real performance – correlation.
- Synthesis of the results of the recommendations formulation for the CBI usage.

## 3.2  Verification of hypotheses H1 and H2

To verify the hypotheses, H1 and H2, I chose a repeated comparison of the research and the control groups during the key periods. The truth of the hypothesis H1 in four reference periods was examined. The first period was a trial period of 3 months. For the assessment of the first three months, in terms of performance quality, there has not been sufficient information yet, although it was possible to assess the adaptation process success. Whereas the evaluation forms during the period were permanently changed, only the item which remained the same was compared which was the percentage of the adaptation process success (Figure 2).

The results of the adaptation process proved to be slightly more favorable for the research group however we can only conclude that the superiors were more satisfied with the leaders of the research group, which is given by the subjective nature of the evaluation. However, the difference in the comparison with the control group is negligible.

The following period was evaluated by the degree of business objectives fulfilling. In view of the fact that the evaluation of the business objectives performance is expressed as a percentage, we can analyze in detail the success of both groups in the reference periods.

Figure 3 shows that on average 74% of the research group members, from 100% of the existing, fulfilled specified business goals in the reference period. This ratio is higher than the ratio in the control group, where 70% of members fulfilled them. The Figure 3 supports the hypothesis **H1,** which assumes that managers selected by the CBI will be more successful than the managers selected by the method of BEI.

The data about the performance percentage of the research and control groups were further analyzed to get the information, whether the two files are different and in which parameters.
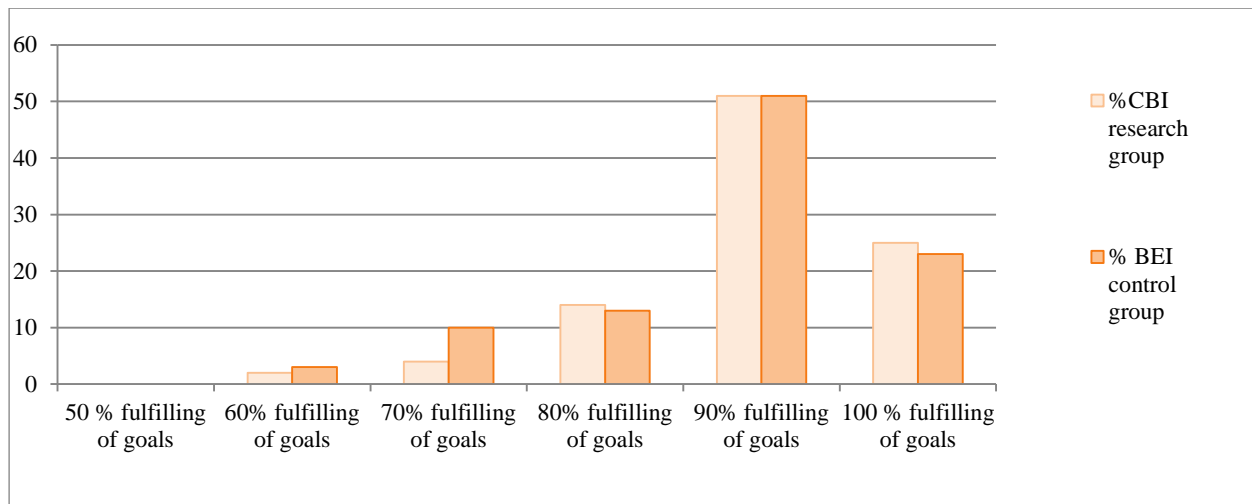
*Figure 2: The percentage comparison of the success in the adaptation process of team leaders according to the evaluation made by superior managers*
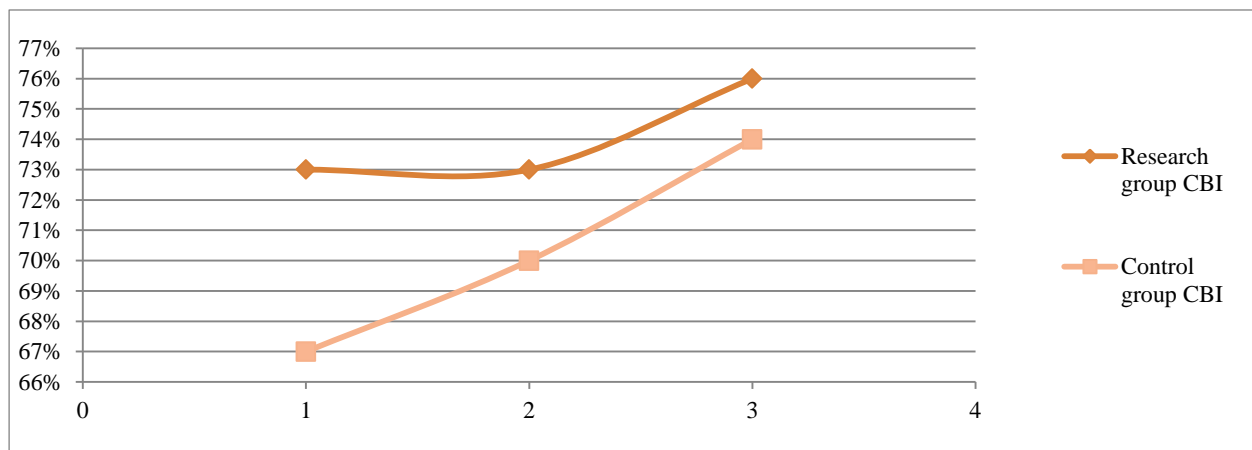
Source: own study



*Figure 3: The comparison of the percentage proportion of successful leaders in the research and control groups in the reference periods (1st, 2nd, 3rd years of employment)*

Source: own study

Table 1 provides a comparison of basic statistical characteristics describing performance distribution in both groups. The comparison of the results included the leaders (for the RG n = 40 and the CG n = 33) who remained in the position for at least one year and whose results could be evaluated. It shows that the files are very similar. To test the difference between the two groups I used consecutive Wilcoxon test (medians comparison), which revealed that in the first year the research group had better results, Z (Wilcoxon) = 2.05; p = 0.040. In the following years and on average the difference is not significant (Table 2).

Therefore, the managers selected by the CBI achieved significantly better performance in the first year of work, but later their performance matched the performance of managers selected by the method of BEI. This I think is interesting, and it would be appropriate to examine it further, because it may refer to the fact that the company does not have a good follow-up systems maintenance and development of the newly employed people competences, whether they are evaluation, motivation or training systems.

*Table 1: Basic statistical characteristics describing performance distribution of the RG and the CG*

|  | Year 1 | | Year 2 | | Year 3 | | Mean | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | RG | CG | RG | CG | RG | CG | RG | CG |
| N | 40 | 33 | 37 | 30 | 34 | 27 | 40 | 33 |
| Minimum | 50 | 70 | 60 | 70 | 60 | 80 | 75 | 70 |
| Maximum | 200 | 200 | 150 | 200 | 200 | 200 | 173 | 200 |
| Mean | 107.00 | 100.30 | 107.57 | 105.67 | 113.82 | 111.85 | 107.63 | 103.64 |
| Median | 110.00 | 100.00 | 100.00 | 100.00 | 105.00 | 100.00 | 100.00 | 100.00 |
| Std. Deviation | 25.740 | 23.383 | 22.411 | 22.695 | 31.815 | 27.601 | 21.978 | 21.892 |

Source: own study

*Table 2: The results of the Wilcoxon test*

|  | Year 1 | Year 2 | Year 3 | Mean |
| --- | --- | --- | --- | --- |
| FROM | 2.049 | 0.552 | 0.405 | 1.146 |
| p-value | 0.040 | 0.581 | 0.685 | 0.252 |

Source: own study

In the last phase the analysis is focused on the confirmation of the fact, that the Competency Based Interview is a method which helped in the selection procedure and selected candidates who suited better the team leader position. This analysis will help to clarify the validity of the CBI. The objective is a comparison of the CBI results with the percentage in which the trade standards were reached. These were used the *comparisons of interview scores and fulfilling of business goals* of the research group members (the RG) who stayed in the position for a year and longer. The predictive validity of the CBI method was expressed by Spearman coefficient showing a correlation between the score obtained in the interview and the real result of the average performance in the period of three years. The high value of a significant correlation coefficient $r = 0.79$; $p < 0.001$ confirms that score reached in the interview predicts the actual resulting performance very well, which illustrates the Figure 4. The regression, which expresses the statistical dependence of the average performance on the score in the CBI, is supplemented by the confidence bands of 95% for predicting the individual evaluation.

The result of the analysis shows that the interview was set up successfully for the reference position selection; the regression curve shows that higher interview scores predict higher likely job performance success.

**The H2:** candidates chosen by the CBI will be more suitable for the job, therefore more satisfied, they will therefore show a lower level of fluctuation.

The Table 3 compares the number of vacating employees in the research and control groups. According to the fluctuation analysis in both groups in the observed time periods it can be concluded that the team leaders, selected on the basis of the method of the CBI, showed a greater degree of stability. The overall fluctuation rate in the research group is 32%, in comparison with 46% in the control group. Therefore, the results confirm the hypothesis H2.
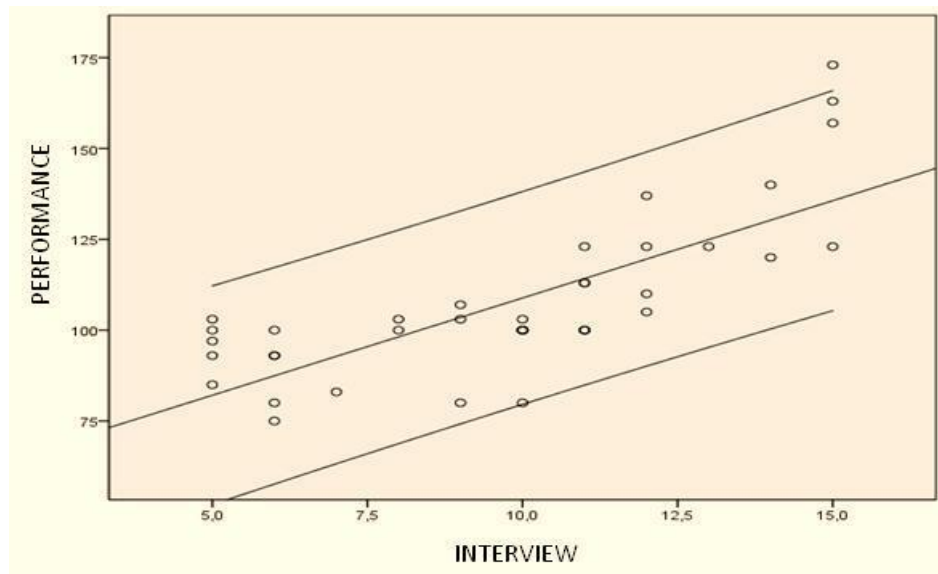
*Figure 4: The regression line expresses the statistical dependence of the average performance on the score in the CBI*

Source: own study

*Table 3: The comparison of the research or control groups concerning the number of employees vacating the team leader position*

| The number of vacating employees | After the trial period | σ after 1 year | σ after 2 years | σ after 3 years | The total percentage fluctuation |
|---|---|---|---|---|---|
| The research group | 7 | 10 | 13 | 16 | 32% |
| The control group | 11 | 17 | 20 | 23 | 46% |

Source: own study

## 4    Discussions

We can conclude that the hypothesis H1 (candidates chosen by the CBI will have a higher success rate for a given position than the candidates selected by the method of BEI) was confirmed in the first period (1st year), in the other periods the two groups matched. The hypothesis H2 (candidates selected by the CBI will be more suitable for the job, therefore more satisfied, and they will show a lower level of fluctuation) was confirmed.

In the framework of the correlation analysis the interview scores were compared with the fulfilling of business goals of the research group members (the RG) who stayed in the position for a year and longer, i.e. validity of the test method. I consider the result $r = 0.79$; $p < 0.001$ very good. I can claim that method of the Competency Based Interview is very effective if it is set well. It is essential to recognize that the analysis was carried out on a relatively small sample of 50 observed managers, which should be taken into account in the generalization of this particular research situation results.

The probe was focused only on some aspects of the success obtained, there were not taken into account the changes in the reference period in Europe and, in particular, the Czech business environment. Furthermore, there were not taken into account the changes of the internal environment of the company, which could have affected certain aspects of the investigation, for example, the strategy of setting up business standards for leading business teams. These factors were deliberately not taken into account, because the real environment is constantly in the

process of change and the development and adaptation to these changes is one of the main characteristics of the employee's success.

## 5 Conclusion

The CBI is used for the external as well as internal candidates' selection. It is especially useful in a situation in which it is necessary to obtain the evidence for the confirmation or refutation of a certain criterion. It is also an appropriate technique for second interviews when biographical data are known.

On the condition that the competences are standardized and appropriately defined the Competency Based Interview method matches the psychometric methods. According to the results of my investigation in the years 2003 – 2011, the method showed a high level of validity as well as a high level of reliability. I expressed the degree of reliability (the conformity assessment of the two interviewers), by the Spearman's sequence, i.e. the correlation coefficient. The value of $r = 0.802$; $p < 0.001$ shows relatively high correspondence between the evaluators. The predictive validity of estimated skills is expressed by Spearman's coefficient between the score obtained in the interview and the real result of the average performance in the period of three years. The high value of a significant correlation coefficient $r = 0.79$; $p < 0.001$ confirms that the interview score predicts the real performance very well. And these results seem to be better than in the case of the BEI.

On the other hand, an interview may be extremely long if we want to cover the issues of more skills. It is also taken into account that the preparation for the interview is very long and it is therefore necessary to consider positions for which it is economically advantageous to use the method. Generally the CBI is uniquely appropriate for positions that are crucial for the company and which are there multiply represented, such as the positions in the trade network, the call center or managerial positions.

Inter alia, the CBI is not appropriate to use, for example, in the evaluation of cognitive abilities and skills or strategic thinking and decision making skills which are increasingly important components of the work performance, especially in higher positions. Another problem is that this method is in some way predictable, and candidates are armed with a variety of information how to be effective in this kind of interview.

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