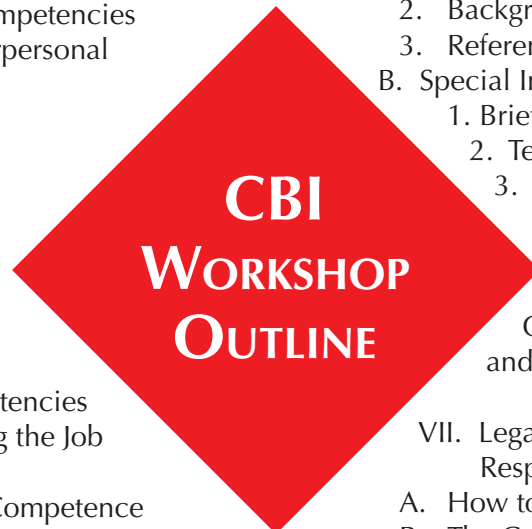


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- I. Introduction and Overview
 - A. Competency Defined
 - B. Determining Job Competencies
 - C. The Interview Process
 - D. What You Will Learn
 - E. Evaluating the Interview Results
 - II. The Competency-Based Interviewing Model
 - A. The Six Steps of CBI
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 - III. Assessing Technical Competencies
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 - B. Developing Technical Competence Criteria
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 - A. Developing Personal/Interpersonal Competence Criteria, Questions and Probes
 - B. The Five CLUES Defined—"The Big Five"
 - C. The *Competency Investigator* and *SmartHire*
 - V. The Interview Process
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 - D. Controlling the Interview—Managing Information
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 - 1. Brief Screening Interviews
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 - VII. Legal Implications and Responsibilities
 - A. How to Avoid Adverse Impact
 - B. The Costs—Monetary and Emotional
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 - D. Candidates with Disabilities
 - E. Negligent Hiring—Steps to Minimize the Risk
 - F. The Legally Defensible Interview
 - 1. Accurate Job Analysis
 - 2. Good Selection Criteria
 - 3. Using Standard Procedure
 - 4. Rating Scales That are Fair and Equal
 - 5. Documentation—The First Line of Defense
 - 6. Protected Classes—How to Avoid Pitfalls
 - VIII. CLUES® Interview Questions and Probes
 - A. A Database of 550 Questions to Ask Any Candidate for Any Job
 - B. Using *SmartHire* to Customize Your Interview



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