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| **FINAL INTERVIEW**  **FORM**  **F-2** |
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| **Instructions:**   * **Select the competencies and accountabilities** from the ACE that you want to assess in the interview and list them in the chart below. * **Select the questions** related to the competencies that you will use in the interview (pp. 2-5) and print those pages only to create the interview form. You may also include your own questions for each competency or add questions related to accountabilities; refer to the *F-2 Tip Sheet* for details. * **Conduct the interview.** Begin by reviewing the applicant’s education and experience. Then ask the interview questions and take notes. Close by asking “What questions do you have for us? Use this time to promote the job and the organization. Refer to the *F-2 Tip Sheet* for additional suggestions for conducting an effective interview. * **Evaluate applicant responses to each question.** Each interviewer should independently rate each interview question at the bottom of the page on their own form. After the interview, ratings may be discussed (and changed if desired). Rating totals for each competency (using all interviewers’ ratings) should be recorded in the table below.  |  |  |  |  | | --- | --- | --- | --- | | **Rating Totals** | | | | | List the competencies/accountabilities evaluated in this interview: | **A** | **B** | **C** | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | | **Total** |  |  |  | |

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| **Instructions for Creating the Interview Form** | | |
| * For the competencies that will be assessed, check the box next to the question(s) that will be used. * If accountabilities will be assessed, complete the last page of this form. Copy the page as needed. * Print the forms: * Click **[File]** * Click **[Print]** * Enter the page numbers you wish to print under “Pages” (e.g., 1-2, 5, 14, 27); **include page 1** for the cover sheet * Enter the number of copies you need * Click **[Print button]**   Note: Feel free to replace “Describe a time…” with “Please tell us about…” or “Provide an example….” | | |
| **Pg # PROFESSIONALISM** | | |
|  | **8** | Describe a time when you had to choose between admitting a mistake and maintaining credibility to a client or customer. |
|  | **9** | Describe a time when you have had to defend an organization’s decision to others who did not agree with the decision, even when you did not agree with the decision either. |
|  | **10** | Describe a time when you observed others working in an unprofessional/unethical manner. |
|  | **11** | Describe a time when you were asked to “bend the rules” by a customer (or someone else). |
| **ADAPTABILITY** | | |
|  | **12** | Change in organizations is inevitable. Describe a major change you went through in a job that affected the way you did your job, or changed your responsibilities or goals in a significant way. |
|  | **13** | Sometimes policies exist that we don’t agree with. Describe a time when you disagreed with a new policy or procedure. |
|  | **14** | Describe a time when you had to take action and didn’t have enough time to prepare as much as you would like. |
|  | **15** | Describe a situation when you had to modify an existing plan or otherwise had to change direction in response to a changing situation. |
| **ASSERTIVENESS** | | |
|  | **16** | Describe a time when it was important for you to be assertive and appear confident. |
|  | **17** | Describe the toughest group you have had to get cooperation from. |
|  | **18** | Describe a time when you had to complete a project in which there was very little direction. |
| **ATTENTION TO DETAIL** | | |
|  | **19** | Describe a situation where it was especially important for you to correctly interpret and apply a policy or follow a procedure. |
|  | **20** | Describe a situation where you made an extra effort to ensure that your work was of the highest quality possible. |
|  | **21** | Describe a time when you identified problems that had been previously overlooked. |
| **COMMUNICATION** | | |
|  | **22** | Describe a situation when you had to explain something difficult to someone who did not have your knowledge or background. |
|  | **23** | Describe a difficult or sensitive situation that required careful communication. |
|  | **24** | Describe a situation where you had to be persuasive in an attempt to sell your idea to someone else. |

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| **COMPOSURE** | | |
|  | **25** | Sometimes at work we are faced with opposition or hostility. Describe a situation where you experienced this stress. |
|  | **26** | Describe a time when you had to respond to a stressful crisis or emergency situation. |
|  | **27** | Tell me about a time when you recognized that a colleague or employee was upset. |
| **CONFLICT MANAGEMENT** | | |
|  | **28** | Describe a time when you effectively negotiated an outcome that allowed both parties to achieve their goals. |
|  | **29** | Describe a time when you identified potential conflict at work (or school) and prevented it. |
|  | **30** | Describe a situation in which you handled a conflict or confrontation. |
|  | **31** | Describe a time when you were responsible for negotiating something important. |
| **CONTINUOUS LEARNING** | | |
|  | **32** | Describe the things you have done over the past year or so to learn about advances in your discipline or develop new skills. |
|  | **33** | Describe a time when you realized you lacked a skill that you needed to do a task. |
|  | **34** | Describe an occasion when colleagues (or others) sought your advice or experience. |
| **CREATIVITY** | | |
|  | **35** | Describe a situation when you produced an imaginative solution to an on-going problem. |
|  | **36** | In what types of situations have you been least creative? Describe a couple of these situations. |
|  | **37** | Creative ideas may seem good initially but in practice are unusable. Describe a situation when this happened to you. |
| **CUSTOMER SERVICE** | | |
|  | **38** | Describe a time when you had to help a customer who was angry and upset. |
|  | **39** | Describe a time when you put a customer’s (or client’s) needs ahead of your own. |
|  | **40** | Describe a time you dealt with a customer who was different from you (e.g., culture, beliefs, age, disability) and had unique needs. |
| **DECISIVENESS** | | |
|  | **41** | Describe a time when you had to make a decision quickly, but information on which to base your decision was difficult to obtain. |
|  | **42** | Describe a time when you had to defend a decision you made even though others were opposed to your decision. |
|  | **43** | Describe a time when you were rushed to make a quick decision that you later regretted. |
|  | **44** | Describe the toughest, or most complex, decision you have needed to make at work (or school). |
| **DEVELOPING OTHERS** | | |
|  | **45** | Describe a time when you recognized that a coworker (or team member) was having difficulty performing their job. |
|  | **46** | Describe a time when you trained two different people on the same thing. |
|  | **47** | Describe a time when you provided feedback to someone about their performance. |
| **EMPATHY** | | |
|  | **48** | Describe a situation when you needed to deliver negative information (i.e., “bad news”) to someone. |
|  | **49** | Understanding how other people think and feel is often important for getting a job done. Describe a time when your understanding of others had that effect. |
|  | **50** | Describe a time when it was important for you to gather information about someone who had difficulty communicating their needs. |

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| **INFLUENCE** | | |
|  | **51** | Describe a time when you attempted to convince multiple people, who each had different perspectives, of an idea or action. |
|  | **52** | Describe a new idea or procedure you implemented that was considerably different from the “usual” approach. |
|  | **53** | Describe a time when you were unable to convince others of the merits of an idea you had. |
| **INFORMATION SEEKING** | | |
|  | **54** | Describe a time when you lacked much of the knowledge or information necessary to get a task or project done. |
|  | **55** | Describe a time when you were asked to complete a task that required the use of information that wasn’t readily accessible. |
|  | **56** | Describe a situation in which you gathered or organized information that was needed by others. |
| **INITIATIVE** | | |
|  | **57** | Describe a situation where you had to see a project or task through to completion even though you faced several setbacks. |
|  | **58** | Describe a time that you went “above and beyond” to reach a goal. |
|  | **59** | Describe a time when you worked especially hard in your current or previous job (or school). |
|  | **60** | Describe a time that you worked toward a challenging goal. |
| **ORGANIZATIONAL AWARENESS** | | |
|  | **61** | Describe the steps you took to go about learning how your current organization works. |
|  | **62** | Describe a situation where you used your knowledge of an organization’s informal “power relationships” to get something done. |
|  | **63** | Describe how you have identified trends (such as technological, economic, political, or social) outside your organization that could impact the organization. |
| **PLANNING & ORGANIZATION** | | |
|  | **64** | Describe how you personally organize yourself when you have a lot of work and don’t think you’ll be able to get it done. |
|  | **65** | Describe the last project plan you had to prepare (or event you had to organize, or piece of work you had to create). |
|  | **66** | Describe a time when you missed a deadline. |
| **PROBLEM SOLVING** | | |
|  | **67** | Describe a situation in which you identified a problem, and evaluated alternatives to make a recommendation or decision. |
|  | **68** | Describe a time when you failed to handle a problem or situation effectively. |
|  | **69** | Describe an occasion when your past experience and existing skills were of little help to you in solving a problem. |
|  | **70** | Describe a situation in which you needed to carefully analyze and interpret information. |
| **RELATIONSHIP BUILDING** | | |
|  | **71** | Describe a time when you were able to use your contacts to further the efforts of your organization. |
|  | **72** | Describe a situation where an individual from outside your work unit (or in different organizations) sought your advice on an issue or help with something, when it wasn’t really expected of you as part of your job. |
|  | **73** | Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work in order to complete an important task or project. |
| **TEAMWORK** | | |
|  | **74** | Describe a time when you went out of your way to assist a coworker (or member of a team you were on). |
|  | **75** | Describe a time when it was difficult to work with others on a team. |
|  | **76** | Describe a time when you have disagreed with a decision made by the majority of your team. |

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| **TEAM LEADERSHIP** | | |
|  | **77** | Describe a situation where you were responsible for monitoring the progress of a team project and giving feedback to team members. |
|  | **78** | Describe a time you successfully led or guided a group or team effort. |
|  | **79** | Describe a situation where you clarified roles for others working on a project and needed to provide direction to them. |
| **ACCOUNTABILITY:** | | |
|  | **78** |  |
| **ACCOUNTABILITY:** | | |
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| **ACCOUNTABILITY:** | | |
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| **Optional Questions for Leadership Positions**  The following questions are related to leadership competencies and are only intended for positions with supervisory responsibilities. | | | |
| **DISPLAYS HIGH INTEGRITY** | | | |
|  | **85** | Describe a time when you observed others working in an unprofessional/unethical manner.\* | |
|  | **86** | Describe what you have done in a previous organization to create an environment that fostered high ethical standards. | |
|  | **87** | Describe a time when setting a positive example had a beneficial impact on your staff. | |
| **EXERCISES DUE DILIGENCE** | | | |
|  | **88** | Describe a situation that showcases your ability to use sound financial judgment to make good organizational/project decisions. | |
|  | **89** | Describe a time when you were asked to undertake a course of action or project that conflicted with your assessment of the situation and in your opinion, involved significant risk.\* | |
|  | **90** | Provide an example of using a cost-benefit approach to setting organizational/project priorities. | |
| **ACTS DECISIVELY** | | | |
|  | **91** | Describe a complex decision you had to make in the last six months.\* | |
|  | **92** | Describe a time when you had to make a decision that had a significant impact on others.\* | |
|  | **93** | Describe a recent decision you had to make or problem you had to solve that involved a significant skill in gathering and analyzing information.\* | |
| **LEADS ORGANIZATIONAL CHANGE** | | | |
|  | **94** | Describe a time when you had to implement a significant change in your organization. | |
|  | **95** | Describe a time when you were the originator, or “architect,” of a change effort.\* | |
|  | **96** | Describe a situation where you fostered a highly motivated and productive work environment during a time of change. | |
| **FOCUSES ON CUSTOMER NEEDS** | | | |
|  | **97** | Describe a time when you assessed customer needs to improve processes in order to deliver better products or services.\* | |
|  | **98** | Describe what you have done to establish a customer-focused culture in your organization. | |
|  | **99** | Describe a situation in which you had to address a highly sensitive and/or complex problem for a dissatisfied customer.\* | |
| **TAKES ENTREPRENEURIAL RISKS** | | | |
|  | **100** | | Describe a situation in which you provided an innovative solution to make an organizational improvement.\* |
|  | **101** | | Describe a new service, program, or product you developed.\* |
|  | **102** | | Describe a situation where you used technology to improve a project or program.\* |

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| **BUILDS STRONG ALLIANCES** | | |
|  | **103** | Describe a period of time when you made an extra effort to build strong relationships with others inside or outside the organization.\* |
|  | **104** | Describe a time when you were able to use your contracts to further the efforts of your organization. |
|  | **105** | Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work.\* |
| **TURNS VISION INTO STRATEGY** | | |
|  | **106** | Describe a situation where you were able to align personnel and resources and drive them towards the accomplishment of organizational vision and objectives. |
|  | **107** | Describe a time when you developed and executed a vision in an organization. |
|  | **108** | Describe a time when you had to rally your organization around a common goal or vision. |
| **DEMONSTRATES ASTUTENESS** | | |
|  | **109** | Being cognizant of the inner workings of your organization can be very useful in achieving results. Describe a time when you leveraged your knowledge of your organization and/or key personnel to achieve a desired result.\* |
|  | **110** | Describe how you kept up-to-date in your last job on key organizational policies and priorities and any external trends affecting your organization. |
|  | **111** | Describe the steps you took to go about learning how your current organization works.\* |
| **MAINTAINS PROFESSIONAL CREDIBILITY** | | |
|  | **112** | Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development.\* |
|  | **113** | Describe a time when you made a mistake or experienced a failure and were able to learn from the experience.\* |
|  | **114** | Provide examples of how you continuously strive for self-development.\* |
| **BUILDS COMPETENCE** | | |
|  | **115** | Describe a time when you were successful in helping someone work through a difficult situation or task.\* |
|  | **116** | Describe a time when you helped someone identify and modify a behavior that was impeding his/her performance. |
|  | **117** | Describe a time when you delegated effectively among multiple people. |
| **DEVELOPS SUCCESSFUL TEAMS** | | |
|  | **118** | Describe a time when you managed or guided a team effort.\* |
|  | **119** | Describe a situation where you led others in a group effort that was unable to accomplish what needed to get done.\* |
|  | **120** | Describe a time when you led a team/group in which the members working on the project had different styles/ideas (either from each other, or from your own).\* |
| **INSPIRES HIGH PERFORMANCE** | | |
|  | **121** | Describe a time when you confronted someone who had a performance problem. |
|  | **122** | Describe a situation where there were organizational challenges, yet you were able to maintain motivation and morale amongst your employees. |
|  | **123** | Provide examples of the various approaches you have used to motivate different people based on their individual differences. |

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| **PROFESSIONALISM** – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization. |
| **Describe a time when you had to choose between admitting a mistake and maintaining credibility with a client or customer.**   * What did you do? * How did you decide what to do? * How does your approach compare to others who have faced this situation? * What would you do differently next time? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Admitted the mistake, but apologized and explained why they did what they did or said to help ensure the mistake would not affect their credibility. * Accepted full responsibility for their mistake. * Identified and/or took actions to avoid making the mistake again. * Worked to build/win/maintain their client’s (or customer’s) trust over time. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROFESSIONALISM** – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization. |
| **Describe a time when you have had to defend an organization’s decision to others who did not agree with the decision, even when you did not agree with the decision either.**   * What was the specific situation? * Why did you defend the decision? * What did you say/do that was particularly effective? * In hindsight, what would you have done differently? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Expressed to the person that he/she understood where the other person was coming from. * Let the other person explain their viewpoint. * Took extra time to carefully explain the organization’s rationale for the decision. * Explained what they would do differently next time they encounter a similar situation. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROFESSIONALISM** – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization. |
| **Describe a time when you observed others working in an unprofessional or unethical manner.**   * What were they doing? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Immediately confronted the individuals and told them what they were doing was unprofessional or unethical. * Took time to understand the situation before acting. * Communicated professionally and respected the values, feelings, and priorities of those involved. * Reported the situation to the appropriate individuals (if necessary). |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROFESSIONALISM** – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization. |
| **Describe a time when you were asked to “bend the rules” by a customer (or someone else).**   * What did he/she want you to do? * What was your reaction and what did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Refused to bend the rules or do anything unethical and explained why. * Attempted to do whatever possible to help the individual as long as it was ethical and fair. * Communicated openly and honestly with the individual. * Reported the request (if appropriate). |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ADAPTABILITY** – Adjusts effectively to changing, new, or different situations at work. |
| **Change in organizations is inevitable. Describe a major change you went through in a job that affected the way you did your job, or changed your responsibilities or goals in a significant way.**   * What was your initial reaction to the change? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Accepted the change. * Explained how they adapted to the change. * Spoke positively about the change. * Indicated a tendency to embrace change. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ADAPTABILITY** – Adjusts effectively to changing, new, or different situations at work. |
| **Sometimes policies exist that we don’t agree with. Describe a time when you disagreed with a new policy or procedure.**   * What was your initial reaction to the change? * How did you overcome your disagreement? * What did you do to adapt to the new policy or procedure? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Had a valid reason for disagreeing with the policy or procedure. * Provided the reason(s) for following the policy in spite of their disagreement. * Adapted to the new policy or procedure in an effective and timely manner. * Helped others to adapt to the new policy or procedure. * Demonstrated a positive attitude about the change. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ADAPTABILITY** – Adjusts effectively to changing, new, or different situations at work. |
| **Describe a time when you had to take action and didn’t have enough time to prepare as much as you would like.**   * What was the situation and project/assignment? * What did you do to ensure quality? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Prioritized important aspects of the project. * Set reasonable deadlines and goals to ensure important parts of the project were completed. * Quickly adapted to shifting or competing priorities. * Switched to a new strategy if initial one was not effective. * Knew when to seek additional help when overwhelmed with a project or assignment. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ADAPTABILITY** – Adjusts effectively to changing, new, or different situations at work. |
| **Describe a situation when you had to modify an existing plan or otherwise had to change direction in response to a changing situation.**   * What was involved? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Adapted plan or changed direction in response to the situation. * Made changes or modifications with a positive attitude. * Took time to understand the new situation fully in order to make proper changes. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ASSERTIVENESS** – Demonstrates self-confidence and takes bold action when needed. |
| **Describe a time when it was important for you to be assertive and appear confident.**   * Why was it important for you to appear confident? * How did others react to you? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Maintained awareness of one’s own body language and how to use it to project confidence. * Stood behind and was confident in his/her own ideas or projects. * Adapted presentation style to fit group he/she was trying to persuade. * Accepted criticism politely and gave additional ideas for extra support. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ASSERTIVENESS** – Demonstrates self-confidence and takes bold action when needed. |
| **Describe the toughest group you have had to get cooperation from.**   * Why was this group “tough”? * How did you handle the situation? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Stood up for ideas and positions that were unpopular. * Adapted persuasion style to fit audience. * Confronted the appropriate individuals or groups when disagreed with a decision or had concerns about an issue. * Acted courteously toward others when disagreements arose or criticism was given. * Knew when to make concessions and when to fight for his/her position. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ASSERTIVENESS** – Demonstrates self-confidence and takes bold action when needed. |
| **Describe a time when you had to complete a project in which there was very little direction.**   * Describe the project. * What are some of the issues you faced? * How did you go about completing the project? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Volunteered for project knowing it would be challenging. * Displayed persistence when facing difficult challenges. * Completed duties without being overly reliant upon others for direction or support. * Successfully addressed problems without hesitating and without needlessly consulting others. * Displayed confidence in own decisions and ability to complete project alone. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ATTENTION TO DETAIL** – Attends to all details of assignments and completes work properly, accurately, and thoroughly. |
| **Describe a situation where it was especially important for you to correctly interpret and apply a policy or follow a procedure.**   * Why was it important for this policy to be applied correctly in this situation? * What did you do to ensure you interpreted it correctly? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Read instructions and history of policy/procedure thoroughly. * Conducted his/her own research to ensure full understanding of policies and procedures. * Accurately interpreted policy/procedure and if unsure, sought assistance to ensure correct understanding. * Applied policy/procedure correctly and assisted others with questions. * Stayed up-to-date with changes. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ATTENTION TO DETAIL** – Attends to all details of assignments and completes work properly, accurately, and thoroughly. |
| **Describe a situation where you made an extra effort to ensure that your work was of the highest quality possible.**   * Why was quality important in this situation? * How did you go about ensuring quality? * How did you know your work was high quality? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Carefully planned how he/she would go about completing the work. * Set up a checklist to make sure each part was completed. * Noted important details, special instructions, and all unordinary aspects of the task to ensure they were properly executed. * Double-checked complex parts of tasks for accuracy. * Verified information before submitting it. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ATTENTION TO DETAIL** – Attends to all details of assignments and completes work properly, accurately, and thoroughly. |
| **Describe a time when you identified problems that had been previously overlooked.**   * What problems were overlooked? * Were changes made? * Who supported the changes as a result of your ideas? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Established him/herself as a go-to person for checking accuracy of work. * Set a procedure for reviewing work and identifying problems. * Thoroughly inspected work for problems and errors. * Investigated problems and errors and searched for the appropriate solution. * Provided information to the rest of the staff to prove that changes were critical. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMMUNICATION** – Listens attentively to others and clearly conveys information and ideas. |
| **Describe a situation when you had to explain something difficult to someone who did not have your knowledge or background.**   * What did you need to explain and to who? * How did you explain it? * Did they understand it? How do you know? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Selected content tailored to the audience’s level and background. * Used words and phrases the audience would understand. * Asked questions of the audience and checked for understanding. * Demonstrated multiple ways of communicating message to audience to ensure understanding. * Used examples and analogies in which the audience could easily relate. * Used graphics to display information clearly or help explain complex topics. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMMUNICATION** – Listens attentively to others and clearly conveys information and ideas. |
| **Describe a difficult or sensitive situation that required careful communication.**   * What made the situation difficult or sensitive? * What did you do? * How did others react? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Anticipated the audience’s reaction to the information and adjusted the message accordingly. * Remained calm and composed. * Used words and phrases that others would understand. * Communicated “sensitive” information in a respectful manner. * Asked questions of the audience and checked for understanding. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMMUNICATION** – Listens attentively to others and clearly conveys information and ideas. |
| **Describe a situation where you had to be persuasive in an attempt to sell your idea to someone else.**   * What idea did you need to sell, and to who? * What did you do? * Were you able to persuade them? Why or why not? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Actively listened to others and asked questions to understand their needs or point of view. * Identified information and facts that would be most impactful. * Used relevant and engaging stories, examples, facts, and analogies to illustrate or emphasize key points. * Tried to keep the audience engaged through body language, voice inflection, humor, and energy. * Anticipated the audience’s reaction to the information and adjust the message accordingly. * Identified and addressed potential or stated objections. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMPOSURE** – Remains focused in stressful situations and keeps emotions under control at all times. |
| **Sometimes at work we are faced with opposition or hostility. Describe a situation where you experienced this stress.**   * What was your role in the situation? * What steps did you take to handle the situation? * What were the results? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Maintained constant awareness of one’s own emotions. * Ensured emotions did not negative impact his/her reaction to the situation or distract from the current task. * Recognized stressful situations before they happened and prepared for them. * Stayed in control or was able to calm the opposing persons and diffuse the hostility. * Worked until a solution was reached without giving up after first attempts failed. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMPOSURE** – Remains focused in stressful situations and keeps emotions under control at all times. |
| **Describe a time when you had to respond to a stressful crisis or emergency situation.**   * What was the crisis or emergency? * How did you react? * How was the situation resolved or diffused? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Maintained focus and managed own emotions while working effectively. * Kept necessary persons calm and informed. * Recognized potentially stressful conditions and organized a plan before crises occurred. * Identified the source of conflict and positively addressed the situation. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **COMPOSURE** – Remains focused in stressful situations and keeps emotions under control at all times. |
| **Tell me about a time when you recognized that a colleague or employee was upset.**   * How did you recognize the situation? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed a way to approach emotional coworkers. * Encouraged others to express or recognize emotions. * Identified signs of stress in others and remained positive. * Recognized potentially emotional situations and offered assistance before negative situation occurred. * Restored a stressful environment to a calm environment by redirecting negative energy and emotion. * Used humor to diffuse stress of difficult situations. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONFLICT MANAGEMENT** – Deals effectively with others in antagonistic situations and constructively manages or resolves conflict. |
| **Describe a time when you effectively negotiated an outcome that allowed both parties to achieve their goals.**   * How did you do this? * What factors did you need to consider? * What feedback did you receive? * How might your efforts on this occasion have differed from those of your coworkers? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Explained the factors that they considered for negotiation. * Facilitated open communication between both parties. * Attempted to find common ground and places where compromises could be reached. * Maintained neutrality and did not share personal opinions and emotions. * Clarified complicated issues to ensure each party had a full understanding of both sides of the issue. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONFLICT MANAGEMENT** – Deals effectively with others in antagonistic situations and constructively manages or resolves conflict. |
| **Describe a time when you identified potential conflict at work (or school) and prevented it.**   * What was the potential issue and how did you identify it? * Who was involved? * What action did you take? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Intervened or actively worked to prevent the conflict. * Took proactive measures to investigate the source of the conflict. * Attempted to prevent the conflict in a way that satisfied all involved. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONFLICT MANAGEMENT** – Deals effectively with others in antagonistic situations and constructively manages or resolves conflict. |
| **Describe a situation in which you handled a conflict or confrontation.**   * What was the issue and who was involved? * What steps did you take to handle the situation? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Sought to understand all sides of the issue before reacting. * Attempted to find common ground in order to de-escalate the situation. * Stayed calm and did not let personal emotions overcome him/her. * Identified a solution that satisfied all parties involved. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONFLICT MANAGEMENT** – Deals effectively with others in antagonistic situations and constructively manages or resolves conflict. |
| **Describe a time when you were responsible for negotiating something important.**   * What were you negotiating? * How did you go about negotiating? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Collected relevant, unbiased research that would be useful in the negotiation. * Facilitated open communication between both parties. * Attempted to find common ground and places where compromises could be reached. * Maintained neutrality and did not share personal opinions and emotions. * Clarified complicated issues to ensure each party had a full understanding of both sides of the issue. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONTINUOUS LEARNING** – Actively identifies development needs, takes advantage of development opportunities, and applies newly learned knowledge and skills on the job. |
| **Describe the things you have done over the past year or so to learn about advances in your discipline or develop new skills.**   * What specific knowledge or skills did you need to build? * How did you go about building them? * Who initiated the learning? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Identified personal short comings and development needs. * Knew the most credible sources to gather information about his/her discipline. * Conducted research from multiple relevant sources to get a complete picture of the topic. * Sought mentoring from others with more developed skills. * Was self-motivated to develop and learn new skills. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONTINUOUS LEARNING** – Actively identifies development needs, takes advantage of development opportunities, and applies newly learned knowledge and skills on the job. |
| **Describe a time when you realized you lacked a skill that you needed to do a task.**   * How did you know you needed to improve? * How did you remedy the situation? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Did not become discouraged upon discovering a deficiency. * Viewed the situation as an opportunity to improve or develop skills. * Knew the best resources to seek help from. * Attended trainings, conducted research, and/or asked for assistance in order to develop new skill. * Looked for additional places to improve other skills that need more development. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CONTINUOUS LEARNING** – Actively identifies development needs, takes advantage of development opportunities, and applies newly learned knowledge and skills on the job. |
| **Describe an occasion when colleagues (or others) sought your advice or experience.**   * What had you done to be an authority? * What have you done since to acquire extra knowledge? * To what extent could you answer all of their questions? * How did you know that the information you gave was accurate and up-to-date? * What was their reaction? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Treated others as equals when he/she had more experience. * Sought information from multiple sources to acquire additional knowledge. * Updated research as changes happened in news, media, and/or scientific community. * Provided thorough and complete information to answer others’ questions. * Directed colleagues to other sources if he/she couldn’t answer their questions. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CREATIVITY** – Generates innovative ideas and takes calculated risks to help solve problems or make improvements. |
| **Describe a situation when you produced an imaginative solution to an on-going problem.**   * What was the situation and what solution did you propose? * How did you generate the solution? * What feedback did you receive? * What would you do differently next time? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Questioned status-quo methods and problems that are ineffective. * Conducted research from multiple sources to search for a solution. * Considered long term implications of new solution. * Brainstormed with others from a variety of experience levels and disciplines. * Accepted feedback with an improvement mindset. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CREATIVITY** – Generates innovative ideas and takes calculated risks to help solve problems or make improvements. |
| **In what types of situations have you been least creative? Describe a couple of these situations.**   * What keeps you from being creative? * How do you manage these situations? * What would help you handle these situations more effectively? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Identified what situations impede his/her creative thought. * Changed their scenery or surroundings to help creative thinking. * Participated in brainstorming sessions with atypical sources (e.g., coworkers outside their agency, experts, and other supervisors). * Sought assistance or made changes when new ideas didn’t come or weren’t innovative. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CREATIVITY** – Generates innovative ideas and takes calculated risks to help solve problems or make improvements. |
| **Creative ideas may seem good initially but in practice are unusable. Describe a situation when this happened to you.**   * What was the idea? * How did you decide that the idea was not practical? * What was the outcome for this situation? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Generated a new, innovative idea that attracted other coworker’s attention. * Tested idea against many scenarios to decide its practicality. * Ran the idea by multiple coworkers and supervisors to decide practicality. * Accepted feedback constructively and used it for improvement. * Made changes to idea that would make it more practical. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CUSTOMER SERVICE**– Treats customers courteously and is responsive to their needs. |
| **Describe a time when you had to help a customer who was angry and upset.**   * Why was the customer angry or upset? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Took the time to talk to the customer to understand her/her needs and root causes of the problem. * Kept the customer informed. * Saw the complaint through to resolution. * Attempted to meet or exceed customer’s request without overstepping their authority to do so. * Ensured the customer knew that he/she was important and appreciated. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CUSTOMER SERVICE**– Treats customers courteously and is responsive to their needs. |
| **Describe a time when you put a customer’s (or client’s) needs ahead of your own.**   * Why was it important to help this customer? * What did you need to sacrifice in order to help this customer? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Reprioritized work to meet customer deadlines. * Saw customer complaints through to resolution. * Invested time in talking to customers to understand their needs and root causes of problems. * Overcame obstacles by persisting or trying different approaches. * Proactively sought additional resources when needed to meet a critical customer deadline. * Took time to explain policies and procedures to customer. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **CUSTOMER SERVICE**– Treats customers courteously and is responsive to their needs. |
| **Describe a time you dealt with a customer who was different from you (e.g., culture, beliefs, age, disability) and had unique needs.**   * How was the customer different from you? * What did the customer need? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Adapted rules and policies appropriately in order to meet the customer’s needs * Expressed care and empathy to the customer. * Invested time in talking to customers to understand their needs and the root causes of their problems. * Ensured customers knew they were important and appreciated. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DECISIVENESS** – Exercises sound judgment when making decisions and takes prompt, decisive action. |
| **Describe a time when you had to make a decision quickly, but information on which to base your decision was difficult to obtain.**   * How did you determine how much information was enough? * What decisions did you make and what were the results? * In hindsight, what information do you wish you would have had in order to make a better decision? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Made a decision in time. * Demonstrated confidence in his/her decision. * Explained what resources and references were used. * Indicated that he/she made an effort to get more information (if possible). * Provided good reasoning for how much information was enough. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DECISIVENESS** – Exercises sound judgment when making decisions and takes prompt, decisive action. |
| **Describe a time when you had to defend a decision you made even though others were opposed to your decision.**   * What was the situation? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Articulated rationale for the decision made. * Stood by the decision made. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DECISIVENESS** – Exercises sound judgment when making decisions and takes prompt, decisive action. |
| **Describe a time when you were rushed to make a quick decision that you later regretted.**   * What led to the need to make a hasty decision? * How has this influenced your subsequent behavior? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Acknowledged his/her regret. * Provided a reason for hasty decision making. * Explained what he/she learned from the experience. * Indicated that he/she learned from this and made better decisions later. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DECISIVENESS** – Exercises sound judgment when making decisions and takes prompt, decisive action. |
| **Describe the toughest, or most complex, decision you have needed to make at work (or school).**   * What made this decision so difficult or complex? * What things did you need to consider when making this decision? * What were the implications of making an error? * How did you feel about the need to make the decision? * What feedback did you receive about the decision? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Evaluated similar decisions to determine what impact the decision would have. * Considered potential impacts, costs, benefits, and risks with decision. * Conducted a thorough evaluation of all aspects of plan to ensure no errors would be made. * Consulted with coworkers, experts, supervisors with appropriate knowledge to give constructive feedback. * Defended unpopular solutions if they were the best answer to the problem. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPING OTHERS** – Provides training, guidance, and feedback to help others develop specific knowledge and skills needed to perform tasks. |
| **Describe a time when you recognized that a coworker (or team member) was having difficulty performing their job.**   * How did you recognize this? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Looked for possible development or training needs in others. * Approached team member/coworker politely and explained how training would benefit them. * Worked with them to plan or schedule training session. * Provided guidance and listened to team member/coworker to correctly identify needs and how to address them. * Instilled confidence in newly developed skill after training was completed. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPING OTHERS** – Provides training, guidance, and feedback to help others develop specific knowledge and skills needed to perform tasks. |
| **Describe a time when you trained two different people on the same thing.**   * What did you train them on? * What similarities and differences were there in your approach? * Were you more successful with one person than the other? Why? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed tailored approaches to each person’s needs and learning styles. * Focused equal time on both people and gave the same amount of coaching. * Helped each person develop individualized goals. * Recognized factors that prevent learning and made appropriate modifications. * Ensured each person received the amount of attention they needed to learn best. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPING OTHERS** – Provides training, guidance, and feedback to help others develop specific knowledge and skills needed to perform tasks. |
| **Describe a time when you provided feedback to someone about their performance.**   * What type of feedback did you provide? * How was your feedback received? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Provided honest, polite, and constructive feedback about others’ performance. * Gave praise and criticism in a tactful way. * Provided reassurance after setbacks or failures. * Ensured feedback was understood and was not taken personally or hurtfully. * Worked to develop ways to improve after negative feedback. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **EMPATHY** – Relates to others in a respectful and considerate manner, and demonstrates sensitivity towards others’ feelings and concerns. |
| **Describe a situation when you needed to deliver negative information (i.e., “bad news”) to someone.**   * What was the situation? * How did you deliver the information? * How was it received? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Was tactful and considerate when delivering negative information to others. * Displayed sensitivity and understanding towards other’s circumstances. * Maintained a positive and pleasant disposition when delivering negative information. * Acknowledged other’s points of view when delivering information. * Anticipated other’s reactions and responded appropriately. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **EMPATHY** – Relates to others in a respectful and considerate manner, and demonstrates sensitivity towards others’ feelings and concerns. |
| **Understanding how other people think and feel is often important for getting a job done. Describe a time when your understanding of others had that effect.**   * What was the specific situation and who was involved? * How did you gain your understanding? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Asked probing questions to learn about others’ background in order to better understand their needs and perspective. * Learned about other’s feelings by listening attentively. * Connected with others with a variety of backgrounds, feelings, and needs. * Sensed and interpreted what others were feeling using verbal and non-verbal cues. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| --- |
| **EMPATHY** – Relates to others in a respectful and considerate manner, and demonstrates sensitivity towards others’ feelings and concerns. |
| **Describe a time when it was important for you to gather information about someone who had difficulty communicating their needs.**   * Why was it important to get the information? * How did you gather the information you needed? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed trust and understanding so others could openly express their feelings. * Did not ask questions that made the client feel uncomfortable. * Sought methods of gathering information that made the client more comfortable (e.g., talking to family members, phone call, email). * Displayed understanding through nodding and verbal acknowledgements. * Maintained a positive disposition at all times and provided encouragement. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFLUENCE** – Persuades others to support an idea or take desired action. |
| **Describe a time when you attempted to convince multiple people, who each had different perspectives, of an idea or action.**   * What was the idea or action? * What approach did you take? * What was the most difficult part? * Were you successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Researched and learned about audience’s needs, concerns, interests, and perspectives in order to prepare effectively. * Tailored arguments to best convince audience’s differences. * Illustrated key points using stories, examples, and analogies that were relevant to the audience. * Targeted influential decision makers within groups and builds support behind the scenes to gain support for ideas. * Ensured all audience members felt valued and appreciated, and included them in discussions to help build support for ideas. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFLUENCE** – Persuades others to support an idea or take desired action. |
| **Describe a new idea or procedure you implemented that was considerably different from the “usual” approach.**   * What was the idea or procedure and why did you think it would be better? * How did you establish credibility? * Was your approach successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Acquired and demonstrated expertise in the new procedure in order to establish credibility. * Communicated sound rationale and presented compelling information to motivate others to take action. * Backed up approach with research that included expert opinions and facts. * Included others in the implementation process to generate buy-in. * Openly accepted other’s suggestions and criticism to make new approach better. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFLUENCE** – Persuades others to support an idea or take desired action. |
| **Describe a time when you were unable to convince others of the merits of an idea you had.**   * What was your idea? * How did you try to influence them? * Why do you believe you were unable to convince them? * What did you learn? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Researched audience to determine best approach for argument. * Explained how the position fit audience needs and concerns. * Attempted to answer questions from audience. * Remained focused even when audience didn’t agree with idea. * Restructured argument for future conversations with that group. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFORMATION SEEKING** – Actively seeks, collects, and evaluates information to learn more about issues or events. |
| **Describe a time when you lacked much of the knowledge or information necessary to get a task or project done.**   * How did you remedy the situation? * From whom or where did you go for assistance? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Attempted to learn the knowledge needed to complete the task on their own before going to their supervisor. * Started immediately on learning the knowledge to complete the task and did not procrastinate. * Made a plan to gain the knowledge, fact check the credibility of the newly acquired knowledge and then complete the task. * Used resources at disposal or searched for new resources to assist in obtaining the knowledge. * Reached out to others to double check outcome or process of obtaining outcome to ensure accurate results. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFORMATION SEEKING** – Actively seeks, collects, and evaluates information to learn more about issues or events. |
| **Describe a time when you were asked to complete a task that required the use of information that wasn’t readily accessible.**   * What information was needed? * Were you able to acquire the information? How? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Looked beyond the typical sources of information when not available. * Conducted investigative interviews of multiple people with different connections to the task. * Built a network of contacts, inside and outside the organization, to assist in information gathering. * Asked probing questions to press information from key individuals who were reluctant to share. * Verified the validity of information before moving forward. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INFORMATION SEEKING** – Actively seeks, collects, and evaluates information to learn more about issues or events. |
| **Describe a situation in which you gathered or organized information that was needed by others.**   * What information were you collecting? * Describe any guidelines you had to help you organize and maintain the information. * How did you know the information gathered was sufficient? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Closely followed guidelines set up for the information gathering process. * Utilized multiple information holdings to ensure quality and diversity of information gathered was sufficient. * Put forth same or more effort for others as he/she would for self. * Provided group with periodic updates to ensure the right information was being gathered. * Offered to conduct additional research as needed. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INITIATIVE** – Displays a high level of effort and commitment towards completing assignments and goals. |
| **Describe a situation where you had to see a project or task through to completion even though you faced several setbacks.**   * What happened? * How did you react to the problems? * To what extent did others see how you were feeling? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Worked diligently toward end goal despite setbacks. * Handled setbacks in an appropriate manner. * Did not let emotions get in the way of progress. * Kept a positive outlook despite setbacks. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INITIATIVE – Displays a high level of effort and commitment towards completing assignments and goals.** |
| **Describe a time that you went “above and beyond” to reach a goal.**   * What was the goal? * What did you do and were you successful? * What did you learn to improve your current work methods? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Cleary identified how his/her action was “above and beyond.” * Described what was learned. * Showed determination to accomplish the goal. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INITIATIVE** – Displays a high level of effort and commitment towards completing assignments and goals. |
| **Describe a time when you worked especially hard in your current or previous job (or school).**   * Which aspect(s) of the situation motivated you to work hard? * Which aspect(s) of the situation de-motivated you? * What feedback did you have on your performance? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Was motivated by a challenge. * Saw an opportunity and set a goal for him/herself. * Persevered despite setbacks or obstacles. * Worked hard even when recognition may not be given. * Tracked progress. * Sought feedback or help if it was needed. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INITIATIVE** – Displays a high level of effort and commitment towards completing assignments and goals. |
| **Describe a time that you worked toward a challenging goal.**   * What was the goal and who set it? * What did you do? * Did you achieve the goal? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Showed persistence when faced with challenges. * Took independent action with minimal reliance upon others for work direction. * Broke goal down into specific, manageable action steps. * Evaluated and understood risks involved; had a positive outlook related to a successful outcome. * Began working toward goal in a timely manner and tracked progress. * Engaged in planning and took logical first steps. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ORGANIZATIONAL AWARENESS** – Understands the culture, issues, constraints, and power relationships within an organization and uses this knowledge to get things done quickly and effectively. |
| **Describe the steps you took to go about learning how your current organization works.**   * What did you do? * What was the most difficult part? * What would you differently in the next organization you work for? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Researched and had knowledge of the organization’s history, values, issues, constraint, and unwritten rules. * Understood the right time to make proposals, suggest changes, and use certain language for best impact. * Used this knowledge to further personal and organizational goals. * Accurately interpreted rules and regulations to ensure proper compliance. * Assessed his/her approach for potential improvements to their method of attaining organization information. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ORGANIZATIONAL AWARENESS** – Understands the culture, issues, constraints, and power relationships within an organization and uses this knowledge to get things done quickly and effectively. |
| **Describe a situation where you used your knowledge of an organization’s informal “power relationships” to get something done.**   * How did you learn about these informal relationships? * How did you use this knowledge? * Were you successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Understood the hierarchy and structure of organization. * Identified key people to target with proposals or initiatives that will help take action. * Understood when to fight for an idea and when to back down. * Recognized alliances and rivalries within the organization and used this information to best target certain groups. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ORGANIZATIONAL AWARENESS** – Understands the culture, issues, constraints, and power relationships within an organization and uses this knowledge to get things done quickly and effectively. |
| **Describe how you have identified trends (such as technological, economic, political, or social) outside your organization that could impact the organization.**   * What trends did you identify? * How did you identify them? * How did you apply the information? * What contacts outside your work unit do you maintain to stay current with these trends/issues? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Read newspapers (online or print) for stories that could impact the organization. * Identified key issues (e.g., legislation, technological advancements, and economic events) that affect the organization. * Contacted important people with information on these events. * Shared information at team meetings and with other interested coworkers and supervisors. * Acted promptly when new issues arose and would impact the organization. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PLANNING AND ORGANIZATION** – Plans and schedules activities, sets priorities, acquires resources, and monitors progress to ensure the successful completion of projects and assignments. |
| **Describe how you personally organize yourself when you have a lot of work and don’t think you’ll be able to get it done.**   * Where do you start? * On what basis do you make your decisions? * What do you do to ensure it all gets done? * How do you feel when you have so much to do? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Prioritized activities and resources. * Allocated appropriate amounts of time and resources for completing work. * Set clear goals and deadlines for each project. * Understood when and where to seek assistance and additional resources. * Remains calm and focused when assigned a lot of work. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PLANNING AND ORGANIZATION** – Plans and schedules activities, sets priorities, acquires resources, and monitors progress to ensure the successful completion of projects and assignments. |
| **Describe the last project plan you had to prepare (or event you had to organize, or piece of work you had to create).**   * What did you do specifically that was effective? * How did you prepare and plan for it? * What milestones or deadlines did you set? * What could you have done to be more effective in your planning? * What are the key stages in project planning as you see them? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Prepared specific and reasonable project or assignment deadlines. * Developed a successful approach to project planning. * Broke process into stages to address them more effectively. * Monitored project activities, results, expenditures, and timelines and adjusted when necessary. * Identified possible weakness and developed new ways to address them. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PLANNING AND ORGANIZATION** – Plans and schedules activities, sets priorities, acquires resources, and monitors progress to ensure the successful completion of projects and assignments. |
| **Describe a time when you missed a deadline.**   * Why did it happen? * How were you responsible for this? * What did you do to try and overcome this problem? * What have you done differently in relation to deadlines since this happened? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Assumed responsibility when it was his/her fault. * Secured assistance or adjusted schedule if deadline was not met. * Understood when to reprioritize and reevaluate deadlines. * Notified involved parties that deadline would not be met. * Changed methods to ensure future deadlines are always met. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROBLEM SOLVING** – Analyzes problems and makes sound recommendations. |
| **Describe a situation in which you identified a problem, and evaluated alternatives to make a recommendation or decision.**   * How did you identify the problem? * What was the problem and who was affected? * How did you generate and evaluate your alternatives? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Accurately identified the problem. * Gathered information and sought assistance from multiple sources to understand and analyze the problem. * Identified numerous feasible alternatives. * Evaluated the potential impact, consequences, and feasibility of implementing alternative solutions. * Provided a thorough rationale for choosing an alternative. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROBLEM SOLVING – Analyzes problems and makes sound recommendations.** |
| **Describe a time when you failed to handle a problem or situation effectively.**   * Why do you think your solution was ineffective? * What, if anything, did you do after you recognized the problem was not handled appropriately? * What would you do differently the next time? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Recognized there was an issue. * Identified what he/she could have done better (e.g., take more time to think through alternatives, get more information, etc.) * Attempted to take corrective measures. * Explained how he/she learned from the experience and improved problem-solving skills. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROBLEM SOLVING** – Analyzes problems and makes sound recommendations. |
| **Describe an occasion when your past experience and existing skills were of little help to you in solving a problem.**   * Why were your past experience and existing skills not helpful? * How did this lack of experience influence your approach to the problem? * In hindsight, what should/could you have done differently? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Found a way to solve the problem in spite of his/her experience and skills not being helpful. * Sought assistance from the appropriate parties in order to find the best solutions to the problem. * Conducted research to find novel solutions. * Identified possible areas for improvement when reflecting on the situation. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **PROBLEM SOLVING** – Analyzes problems and makes sound recommendations. |
| **Describe a situation in which you needed to carefully analyze and interpret information.**   * What information were you given? * How did you arrive at your conclusions? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Understood the problem to be solved or issue to be addressed. * Recognized information that was important or pertinent. * Collected any information that was missing before analyzing or interpreting. * Considered all important or pertinent information before making a conclusion. * Identified shortcomings of his/her conclusion(s) or recommendation(s). |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **RELATIONSHIP BUILDING** – Works to build and maintain friendly relationships with people who can, or might someday be able to, provide information, assistance, or support. |
| **Describe a time when you were able to use your contacts to further the efforts of your organization.**   * What did you do to build your network? * What did you need to do in return? * How critical was your network to the success of your organization’s efforts? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Proactively identified individuals with whom relationships could be beneficial and made plans to connect with them. * Looked for opportunities for introduce self to potential contacts and builds rapport with them. * Built reciprocity by offering to help contacts in return for their assistance. * Matched common interests of key individuals with assistance needed. * Created networks with individuals who are reliable and useful. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **RELATIONSHIP BUILDING** – Works to build and maintain friendly relationships with people who can, or might someday be able to, provide information, assistance, or support. |
| **Describe a situation where an individual from outside your work unit (or in different organizations) sought your advice on an issue or help with something, when it wasn’t really expected of you as part of your job.**   * Who contacted you and were you able to help them? * Why did you help them? * What did you expect from them in return? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Identified when building a relationship may be beneficial in the future. * Demonstrated an interest in others’ work. * Provided information and assistance to others to build a basis for future reciprocity. * Accepted invitations from others to network. * Looked for opportunities to expand network and knowledge base by helping others. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **RELATIONSHIP BUILDING** – Works to build and maintain friendly relationships with people who can, or might someday be able to, provide information, assistance, or support. |
| **Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work in order to complete an important task or project.**   * How did you develop and maintain a professional working relationship with that person? * Did working with them improve your relationship? * Were you and that person able to complete task successfully? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Attempted to find common interests with the disliked individual. * Build appropriate rapport and is diplomatic with all, even disliked coworkers. Maybe increase relevancy by modifying to: Maintained tactfulness and acted courteously at all times with the disliked individual. * Prioritized the success of a project or the organization before personal conflicts in order to work effectively. * Demonstrated ambition to complete projects regardless of personal conflicts. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAMWORK** – Works cooperatively with others and promotes a friendly work climate in order to achieve shared goals. |
| **Describe a time when you went out of your way to assist a coworker (or member of a team you were on).**   * What type of help did the person need? * How did you help them? * What was their reaction? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Recognized the person’s need for assistance without being asked. * Willingly offered assistance. * Shared information and resources. * Followed through with assistance that was offered. * Listened and responded to others with empathy, and showed that they valued their opinions. * Helped them learn how to do it themselves so that they could become more capable. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAMWORK** – Works cooperatively with others and promotes a friendly work climate in order to achieve shared goals. |
| **Describe a time when it was difficult to work with others on a team.**   * What made it difficult to work with others? * What did you do? * How did this impact the team? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Recognized and respected other on a team who had different personalities and styles. * Made an effort to understand others’ needs and feelings and how he/she affected them. * Adapted own style and approach to work more effectively on the team. * Listened to other’s suggestions with an open mind. * Found common ground in working with others. * Participated in healthy debate and discussion. * Focused on outcomes, rather than personal feelings. * Accepted partial blame for personality conflicts. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAMWORK** – Works cooperatively with others and promotes a friendly work climate in order to achieve shared goals. |
| **Describe a time when you have disagreed with a decision made by the majority of your team.**   * What did you disagree with and why? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Placed the team agenda before personal agenda. * Supported and acted in accordance with the final group decision, even if they disagreed with it and felt it was a bad decision. * Listened closely and with an open mind to what others had to say. * Demonstrated that he/she valued the thoughts and opinions of others. * Communicated concepts in a clear, well-ordered way. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAM LEADERSHIP** – Builds cohesive teams and provides clear direction and guidance in order to facilitate the completion of team goals. |
| **Describe a situation where you were responsible for monitoring the progress of a team project and giving feedback to team members.**   * What aspects did you monitor and how did you select them? * What kind of feedback did you provide? * How do you think the feedback was received? * Was the feedback helpful and was the team successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Identified difficult and important project tasks that team members would need additional help with. * Monitored important aspects of the project; did not micromanage. * Politely provided constructive feedback to team members at all points of the project. * Checked for understanding with team members who received feedback. * Provided assistance to team members who needed it. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAM LEADERSHIP** – Builds cohesive teams and provides clear direction and guidance in order to facilitate the completion of team goals. |
| **Describe a time you successfully led or guided a group or team effort.**   * What was the goal and who was involved? * How did you decide who would complete the different tasks? * How did you communicate to other how they were doing? * What were the biggest challenges and how did you overcome them? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Assessed team members for strengths and interests when determining assignments. * Delegated tasks evenly among team members. * Checked in with team members to ensure assignments were being completed. * Provided guidance and assistance to team as they needed it. * Persevered through challenges and setbacks. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TEAM LEADERSHIP** – Builds cohesive teams and provides clear direction and guidance in order to facilitate the completion of team goals. |
| **Describe a situation where you clarified roles for others working on a project and needed to provide direction to them.**   * How did you clarify roles? * How did they respond to the direction you provided? * What was the outcome for the project? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Involved team members in goal setting and planning process. * Provided specific instructions and roles for each member and gave clarification if needed. * Distributed work load fairly and efficiently, playing to each team member’s strengths. * Demonstrated what high performance looked like. * Evaluated each team member’s contributions and overall project success. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **Accountability/Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Interview Question:**  **Follow-up questions:** |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| List the things you are looking for in a strong response : |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **Accountability/Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Interview Question:**  **Follow-up questions:** |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| List the things you are looking for in a strong response : |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **Accountability/Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Interview Question:**  **Follow-up questions:** |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| List the things you are looking for in a strong response : |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **Accountability/Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Interview Question:**  **Follow-up questions:** |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| List the things you are looking for in a strong response : |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **Accountability/Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Interview Question:**  **Follow-up questions:** |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| List the things you are looking for in a strong response : |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DISPLAYS HIGH INTEGRITY –** Creates an environment that fosters high ethical standards. |
| **1. Describe a time when you observed others working in an unprofessional/unethical manner.\***   * What was unprofessional or unethical about their behavior? * What did you specifically do about their behavior? * What were the implications of taking action? * How did you deal with the possible consequences? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Immediately confronted the individual(s) or addressed the situation with management. * Resolved the situation while maintaining confidentiality of the individual(s) involved. * Maintained a professional demeanor even when confronting the unethical behavior produced unpleasant outcomes. * Consistently applied ethical standards when dealing with difficult situations. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DISPLAYS HIGH INTEGRITY –** Creates an environment that fosters high ethical standards. |
| **2. Describe what you have done in a previous organization to create an environment that fostered high ethical standards.**   * What actions did you take? * What was the effect on staff? * What was the overall impact on the organization? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Took care to speak and act in ways that demonstrated honesty, integrity, and ethical behavior. * Consistently exhibited the qualities, traits, and demeanor that demonstrate honest, fair, and ethical behavior across all situations and interactions with employees. * Treated others with dignity and respect and confronted those who engaged in intolerant behavior toward others. * Remained objective, impartial, and consistent when making decisions that affected others. * Kept and followed through on promises and commitments, even those that were unpopular or difficult. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DISPLAYS HIGH INTEGRITY –** Creates an environment that fosters high ethical standards. |
| **3. Describe a time when setting a positive example had a beneficial impact on your staff (or a team you led, or a group of**  **coworkers).\***   * How did you determine that a strong example was needed? * What did you do? * What was the effect on staff? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Communicated openly and honestly with staff when it would have been easier to conceal information or tell partial truths. * Modeled respectful and professional treatment of difficult employees in a challenging situation. * Treated others with dignity and respect and discouraged engaging in intolerant behavior towards others. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **EXERCISES DUE DILIGENCE –** Manages resources and day-to-day responsibilities in a manner that instills public trust. |
| **4. Describe a situation that showcases your ability to use sound financial judgment to make good organizational/project**  **decisions.**   * What was the situation? * What actions did you take? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Searched for the most cost effective way to complete a project. * Thoroughly researched and evaluated proposed solutions to determine a cost/benefit percentage or ROI. * Developed or proposed alternative solutions when projects or deliverables would result in inefficient use of resources or finances. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **EXERCISES DUE DILIGENCE –** Manages resources and day-to-day responsibilities in a manner that instills public trust. |
| **5. Describe a time when you were asked to undertake a course of action or project that conflicted with your assessment of the**  **situation and in your opinion, involved significant risk.\***   * What was your approach to achieving the stated goals? * Were you able to mitigate the risks? How? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Researched and proposed alternative courses of action that carried less risk. * Established countermeasures to monitor impact of proposed action or project. * Identified actions or project components that would have adversely affected desired outcomes and controlled them to the best of ability. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **EXERCISES DUE DILIGENCE –** Manages resources and day-to-day responsibilities in a manner that instills public trust. |
| **6. Provide an example of using a cost-benefit approach to setting organizational/project priorities.**   * What was the situation? * How did you identify cost effective approaches? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
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| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ACTS DECISIVELY –** Uses vision, creativity, reasoning, and experience to reach conclusions and make effective decisions. |
| **7. Describe a complex decision you had to make in the last six months.\***   * What was the situation? * Describe the process you went through to make this decision. * Who did you involve in your decision and why? * Why was it complex? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Completed necessary research and analysis while balancing intuition to make appropriate decisions. * Considered all viewpoints before making tough/complex decisions. * Ensured that organizational goals and objectives were the primary driver behind decision-making activity. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ACTS DECISIVELY –** Uses vision, creativity, reasoning, and experience to reach conclusions and make effective decisions. |
| **8. Describe a time when you had to make a decision that had a significant impact on others.\***   * What was the decision? * Who did it impact? * What factors or variables did you consider? * How did you evaluate your options? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Solicited input from individuals who would be impacted by the decision. * Considered overall impact on organization/department/employees before deciding on best course of action for the organization. * Completed cost/benefit analyses to determine pros and cons of the decision. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **ACTS DECISIVELY –** Uses vision, creativity, reasoning, and experience to reach conclusions and make effective decisions. |
| **9. Describe a recent decision you had to make or problem you had to solve that involved a significant skill in gathering and**  **analyzing information.\***   * How did you determine the information you needed? * How did you go about getting the information? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Obtained information by making relevant, clear, and specific inquiries to verify facts. * Secured appropriate personnel to assist in gathering and analyzing data to make effective decisions. * Developed and managed a team/task force/focus group to assist with determining what information was needed, collecting information, and analyzing information. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **LEADS ORGANIZATIONAL CHANGE –** Proactively and successfully brings about needed change in the agency. |
| **10. Describe a time when you had to implement a significant change in your organization.**   * What was your strategy? * What challenges did you encounter? * How did you overcome those challenges? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Secured necessary resources (personnel, finances, technology) prior to implementing plans for change and developed a communication plan to help those impacted understand potential outcomes. * Implemented successfully despite challenges encountered such as resistance, fear, opposition, anger, and/or ambivalence from personnel, changes in project scope, and changes in direction and/or priority. * Overcame challenges by communicating a consistent message regarding the change initiative and explained the links between organizational goals and the change initiative to secure buy-in. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **LEADS ORGANIZATIONAL CHANGE –** Proactively and successfully brings about needed change in the agency. |
| **11. Describe a time when you were the originator, or “architect,” of a change effort.\***   * How did you approach this endeavor? * How did you garner support for this effort? * What challenges did you face and how did you handle them? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed and presented a proposal to key stakeholders outlining specific plans and details regarding the change. * Implemented successfully despite challenges encountered such as resistance, fear, opposition, anger, and/or ambivalence from personnel, changes in project scope, and changes in direction and/or priority. * Involved key stakeholders and those who would be impacted by changes in the planning, development, and implementation phases to overcome resistance. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **LEADS ORGANIZATIONAL CHANGE –** Proactively and successfully brings about needed change in the agency. |
| **12. Describe a situation where you fostered a highly motivated and productive work environment during a time of change.**   * What actions did you take? * What challenges did you face? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Communicated progress of the change initiative to stakeholders and those impacted by the change initiative. * Closely managed work team performance without micromanaging and celebrated milestones to foster team engagement in the change initiative. * Developed, communicated, and implemented contingency plans to help team members navigate unexpected change. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **FOCUSES ON CUSTOMER NEEDS –** Anticipates and meets the needs of customers by delivery and continuously improving quality services. |
| **13. Describe a time when you assessed customer needs to improve processes in order to deliver better products or services.\***   * Who were your customers? * What methods did you use to collect information about your customers? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Used customer feedback to make changes to a policy, program, or service that was inadequately meeting customer needs and expectations. * Communicated the importance of collecting customer feedback (both positive and negative) to staff in order to deliver better products and/or services. * Developed a customer feedback survey to assess customer experiences and opinions regarding current service interactions. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **FOCUSES ON CUSTOMER NEEDS –** Anticipates and meets the needs of customers by delivery and continuously improving quality services. |
| **14. Describe what you have done to establish a customer-focused culture in your organization.**   * What approaches did you take? * How did you involve staff in this process? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Promptly followed up on customer complaints and ensured staff did the same. * Made self readily available to customers in order to set an example for staff. * Remained respectful and courteous towards dissatisfied or irate customers. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **FOCUSES ON CUSTOMER NEEDS –** Anticipates and meets the needs of customers by delivery and continuously improving quality services. |
| **15. Describe a situation in which you had to address a highly sensitive and/or complex problem for a dissatisfied customer.\***   * What was the problem? * What did you do? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Collaborated directly with dissatisfied customers on the most critical issues related to their needs and service expectations. * Determined the root cause of a sensitive/complex customer issue and took steps to prevent recurrence. * Used understanding of customer’s need to develop a win-win situation for both the customer and organization. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TAKES ENTREPRENEURIAL RISKS –** Identifies opportunities to develop new services and encourages resourceful and innovative solutions to problems. |
| **16. Describe a situation in which you provided an innovative solution to make an organizational improvement.\***   * What did you do? * What were the results? * What level of the organization was affected? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed a creative solution that addressed a previously unmet customer need and/or improved the quality of a product or service. * The solution provided significant savings in cost, time, and/or other resources. * The solution provided impacted all levels of the organization. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TAKES ENTREPRENEURIAL RISKS –** Identifies opportunities to develop new services and encourages resourceful and innovative solutions to problems. |
| **17. Describe a new service, program, or product you developed.\***   * How did you determine a new service, program, or product was needed? * How did you determine if the service, program, or product was a success? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Developed a new service, program, or product that was aligned with and helped meet the organization’s strategic goals. * Used internal and external customer feedback as a baseline to ensure the service, program, or product would meet end users’ demands and needs. * Developed measures to evaluate and assess the impact the service, program, or product had on customer and organizational demands and needs. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TAKES ENTREPRENEURIAL RISKS –** Identifies opportunities to develop new services and encourages resourceful and innovative solutions to problems. |
| **18. Describe a situation where you used technology to improve a project or program.\***   * What was involved? * What was the outcome? * How did you keep informed about new technology applications? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Thoroughly researched and sought input from others regarding potential technology solutions (software, systems, etc.) as part of an improvement initiative. * Worked with technology providers/vendors, staff, and other departments impacted by use of new technology to ensure smooth transitions from old solutions to new. * Indicated that use of new technology solution provided significant savings in cost, time, and/or other resources. * Keeps current on new technology applications through networking, attending conferences, vendor newsletters, researching technology applications in other organizations, etc. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS STRONG ALLIANCES –** Develops networks and uses them to strengthen internal and external organizational support. |
| **19. Describe a period of time when you made an extra effort to build strong relationships with others inside or outside the**  **organization.\***   * To what extent were any of the people challenging to relate to? * What methods did you use? * What were the results? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Attended conferences and leveraged social media (e.g. LinkedIn, Twitter, Facebook, etc.) to network and create beneficial relationships. * Maintained relationships with key contacts inside/outside the organization through regular contact (e.g. follow-up emails, lunch/dinner meetings, phone calls, etc.). * Overcame obstacles and roadblocks to successfully network across functional areas/silos to collaborate more effectively to solve a problem or more effectively work on a project. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS STRONG ALLIANCES –** Develops networks and uses them to strengthen internal and external organizational support. |
| **20. Describe a time when you were able to use your contracts to further the efforts of your organization.**   * How was this possible? * What did you need to do in return? * What did you do to build your networks? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Successfully used strategic relationships to gain insight and information on issues, potential solutions for issues facing the organization, and to learn about applicable best practices from other organizations. * Provided information, training, expertise, and best practices to strategic contacts to maintain a beneficial working relationship. * Researched potential contacts to build networks that offered opportunity for shared benefit. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS STRONG ALLIANCES –** Develops networks and uses them to strengthen internal and external organizational support. |
| **21. Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a**  **relationship with someone with whom you did not like to work.\***   * How did you develop and maintain a professional working relationship with that person? * How did you leverage the relationship to benefit your organization? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Used various interpersonal skills (e.g. active listening, non-verbal communication, negotiation skills, assertiveness, etc.) to maintain civil and productive working relationships with others. * Moved past interpersonal obstacles and roadblocks by building commitment to a shared organizational goal. * Shared and sought feedback from difficult people to help the overall team become more productive and successful. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TURNS VISION INTO STRATEGY –** Thinks and acts strategically to ensure the agency moves towards its mission and the Governor's vision. |
| **22. Describe a situation where you were able to align personnel and resources and drive them towards the accomplishment of**  **organizational vision and objectives.**   * How did you gain commitment to the vision and objectives? * What challenges did you encounter? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Translated the organization’s vision and objectives to staff. * Clearly communicated expectations in order to align staff in working towards the organizational vision and objectives. * Redirected staff efforts toward organizational objectives when necessary (i.e. completed work was not in line with the organization’s vision or goals). * Encouraged staff to redesign processes or systems that were incompatible or ineffective with working toward the organization’s vision and objectives. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TURNS VISION INTO STRATEGY –** Thinks and acts strategically to ensure the agency moves towards its mission and the Governor's vision. |
| **23. Describe a time when you developed and executed a vision in an organization.**   * How did you go about the task? * How did you communicate the vision? * How did you translate the vision into action? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Worked to define a current and desired future state vision and outlined the steps necessary to work towards and accomplish the vision. * Developed a clear communication plan to effectively share the vision with staff and gain their commitment. * Appropriately involved staff in developing strategies and actions to accomplish the vision and objectives. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **TURNS VISION INTO STRATEGY –** Thinks and acts strategically to ensure the agency moves towards its mission and the Governor's vision. |
| **24. Describe a time when you had to rally your organization around a common goal or vision.**   * What was the vision? * How did you gain buy-in into the vision? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Demonstrated optimism and a sense of urgency to inspire others to embrace a vision or common goals. * Articulated a sense of purpose for the organization that inspired others to commit to achieving strategic goals. * Described and explained to staff how what they do on a daily basis impacts long-term organizational goals. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEMONSTRATES ASTUTENESS –** Uses personal influence, combined with an understanding of internal organizational reality and external factors, to positively affect results for the agency. |
| **25. Being cognizant of the inner workings of your organization can be very useful in achieving results. Describe a time when you**  **leveraged your knowledge of your organization and/or key personnel to achieve a desired result.\***   * What was the situation? * What actions did you take? * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Adapted a presentation, discussion, or other form of communication to appeal to interests of the audience in order to gain commitment toward an initiative, project, or organizational goals. * Used factual and rational arguments to persuade key stakeholders of an initiative’s, project’s, or strategy’s merits. * Made it a priority to possess deep knowledge of the organization or key personnel to have maximum impact when proposing a new initiative, project, or strategy. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEMONSTRATES ASTUTENESS –** Uses personal influence, combined with an understanding of internal organizational reality and external factors, to positively affect results for the agency. |
| **26. Describe how you kept up-to-date in your last job on key organizational policies and priorities and any external trends**  **affecting your organization.**   * Describe a situation where you applied this knowledge in making a project or project decision. * What was the outcome? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Made it a priority to network and communicate with key personnel who had knowledge of upcoming changes to organizational policies, priorities, or the potential impact of external trends. * Used knowledge of pending changes in policies, priorities to modify the direction of an initiative or project to ensure its success. * Took initiative to stay current on organizational policy, priorities and external trends by reading relevant literature from reliable outlets and sources. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEMONSTRATES ASTUTENESS –** Uses personal influence, combined with an understanding of internal organizational reality and external factors, to positively affect results for the agency. |
| **27. Describe the steps you took to go about learning how your current organization works.\***   * What did you do? * What was the most difficult part? * What would you differently in the next organization you work for? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Took note of reporting relationships, interpersonal styles, recognized and rewarded behaviors, etc. to gain an understanding of the organization’s culture. * Asked others for feedback to determine if current performance met organizational expectations and norms. * Learned from mistakes and through observing high-performers’ behavior and actions what worked and what didn’t. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **MAINTAINS PROFESSIONAL CREDIBILITY –** Keeps current with developments in own field of expertise and applies this knowledge to effectively manage resources. |
| **28. Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further**  **your development.\***   * What was the assignment? * What did you learn about yourself? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Proactively sought out a stretch role or assignment to develop needed/required skills for progressing to the next position on defined career track. * Actively sought feedback from staff, supervisors, or peers on performance in stretch role/assignment to gain insight into which areas needed further development. * Successfully completed stretch role/assignment and was able to apply lessons learned to current position and progress into the next career track level. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **MAINTAINS PROFESSIONAL CREDIBILITY –** Keeps current with developments in own field of expertise and applies this knowledge to effectively manage resources. |
| **29. Describe a time when you made a mistake or experienced a failure and were able to learn from the experience.\***   * What did you do differently as a result of this experience? * How did you help others learn from this experience as well? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Encountered failure or made mistakes on a major project or initiative related to planning, allocating resources, timeframe, or communication. * Was able to understand the area where the mistake or failure occurred and develop a contingency plan to keep the project or initiative moving forward. * Took time to explain to staff, supervisor, or peers what mistakes were made or where failure occurred and shared lessons learned to avoid repeating the same errors in the future. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **MAINTAINS PROFESSIONAL CREDIBILITY –** Keeps current with developments in own field of expertise and applies this knowledge to effectively manage resources. |
| **30. Provide examples of how you continuously strive for self-development.\***   * How do you seek out developmental opportunities? * How do you apply your learning to benefit the organization? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Attended courses, conferences, and/or seminars related to current field in order to stay current in best practices and emerging research or changes. * Attended networking events to connect with professionals/experts in the same field that can offer insight on best practices or emerging research or changes. * Read professional journals to learn about innovative approaches to common issues found in own field. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS COMPETENCE –** Fosters continuous learning and self-development and ensures employees have the tools and training to do their jobs. |
| **31. Describe a time when you were successful in helping someone work through a difficult situation or task.\***   * What was the situation or task? * How did you help the individual? * Why do you think you were successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Helped individuals work through challenging projects, change initiatives, and/or developmental assignments. * Provided guidance, feedback, coaching, and/or mentoring to help individuals work through the situation or task. * Individuals involved achieved appropriate outcomes and goals. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS COMPETENCE –** Fosters continuous learning and self-development and ensures employees have the tools and training to do their jobs. |
| **32. Describe a time when you helped someone identify and modify a behavior that was impeding his/her performance.**   * What was the behavior? * How did you approach this subject with the individual? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Helped individuals identify detrimental behaviors related to interpersonal skills, communication, teamwork, etc. * Waited for the appropriate time to tactfully provide feedback and discuss the issue with the individual in a private setting. * Coached, guided, and mentored the individual to successfully modify detrimental behaviors and improve performance. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **BUILDS COMPETENCE –** Fosters continuous learning and self-development and ensures employees have the tools and training to do their jobs. |
| **33. Describe a time when you delegated effectively among multiple people.**   * How did you determine who was assigned various tasks? * How did you ensure that the workload was distributed evenly? * Was it necessary to adjust the distribution? If so, how did you do that? * How did you ensure that the work was done correctly? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Leveraged individual strengths and areas for development to determine who would be assigned tasks and projects. * Communicated expectations, required deliverables, expected quality, and timeline of tasks or projects using appropriate communication methods (e.g. meetings, emails, reports, dashboards, etc.) * Adjusted work or task distribution by examining individual performance and results and made adjustments as necessary. * Monitored results and outcomes to ensure work was done correctly, recognize and reward successful performance, and provide feedback and coaching as necessary. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPS SUCCESSFUL TEAMS –** Builds and leads cohesive teams that are committed to a common goal. |
| **34. Describe a time when you managed or guided a team effort.\***   * What was the goal and who was involved? * How did you decide who would complete the different tasks? * How did you communicate to others how they were doing? * What were the biggest challenges and how did you overcome them? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Managed or guided teams working toward change initiative goals, process improvement goals, improving customer satisfaction goals, etc. * Made decisions about who would complete tasks based on skill levels and developmental needs. * Developed a communication plan to provide status updates to appropriate stakeholders. * Overcame challenges by clearly communicating expectations, desired results, and assisting the team in developing contingency plans. * Celebrated team successes when appropriate. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPS SUCCESSFUL TEAMS –** Builds and leads cohesive teams that are committed to a common goal. |
| **35. Describe a situation where you led others in a group effort that was unable to accomplish what needed to get done.\***   * In what ways was the group effective or ineffective? * Why do you think the group was unable to get it done? * What did you learn? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * The group effectively understood the needed results and expectations, but was ineffective in working as a group to achieve results. [Note: candidate recognized this and attempted to address it if possible]. * Candidate recognized that the group faced too many organizational roadblocks, lacked necessary resources, and/or had insufficient time to complete the project. * The group was unevenly matched in terms of individual styles (e.g. communicators, challengers, collaborators, contributors). [Note: candidate recognized this and attempted to address it if possible.] * Learned the importance of having a balanced group, obtaining a better understanding potential roadblocks before beginning a project, and ensuring necessary resources are secured prior to beginning a project. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **DEVELOPS SUCCESSFUL TEAMS –** Builds and leads cohesive teams that are committed to a common goal. |
| **36.Describe a time when you led a team/group in which the members working on the project had different styles/ideas**  **(either from each other, or from your own).\***   * What was the situation? * How did you pull them together? * Were your actions successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Provided meaningful feedback to team members to keep them on track toward common goals while working on projects, change initiatives, tasks, and/or assignments. * Successfully communicated desired goals, results, and outcomes to rally the team together. * Allowed for differences in individual approach or style in working towards team goals, results, and outcomes. * Successfully mediated conflict between team members so that progress toward goals and objectives could continue. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INSPIRES HIGH PERFORMANCE –** Empowers staff and motivates them to achieve or exceed their goals. |
| **37. Describe a time when you confronted someone who had a performance problem.**   * What was your relationship with this individual? * What did you do and say, and how did you feel? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Provided constructive feedback and corrective measures appropriately to direct reports. * Held constructive feedback discussions with individuals privately. * Sought to put the individual at ease before delivering constructive feedback. * Provided coaching, guidance, and mentoring to individuals as appropriate to ensure successful behavior and performance modification. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INSPIRES HIGH PERFORMANCE –** Empowers staff and motivates them to achieve or exceed their goals. |
| **38. Describe a situation where there were organizational challenges, yet you were able to maintain motivation and morale**  **amongst your employees.**   * What was the situation? * How did you attempt to maintain motivation and morale? * What was the result? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Encouraged individuals to do their best despite challenging organizational circumstances. * Recognized and rewarded successful performance, achievements, and contributions to increase motivation and improve morale. * Maintained a positive but realistic outlook despite organizational challenges in order to serve as a role model and improve morale. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |

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| **INSPIRES HIGH PERFORMANCE –** Empowers staff and motivates them to achieve or exceed their goals. |
| **39. Provide examples of the various approaches you have used to motivate different people based on their individual**  **differences.**   * How did you determine the best approach for each individual? * What was your most creative approach to motivate someone? * Which approaches were most successful? Least successful? |
| **Notes:** |
| **SITUATION** |
| **ACTIONS** |
| **OUTCOME** |
| **What to Look For:** |
| * Took an interest in individuals’ interests, needs and concerns to determine what motivated them. * Worked with individuals to provide guidance, coaching, and feedback to help them achieve their long-term plans and goals. * Demonstrated trust in individuals to complete projects, tasks, and assignments effectively. * Determined which individuals preferred frequent performance feedback and those that needed less frequent performance feedback and used the knowledge to effectively motivate each type of individual. |
| **Rating:** |
| ☐**A** Strong skill and/or potential in this area  ☐**B** Some skill and/or potential in this area  ☐**C** Limited or no skill and/or potential in this area |