EXECUTIVE BEHAVIORAL INTERVIEW GUIDE

INTERVIEW GUIDE INSTRUCTIONS:

This Interview Guide is intended to help hiring executives conduct behavioral interviews for executive classifications covered by the State of California Leadership Competency Model (Leadership Competency Model). This guide has been designed to apply to Career Executive Appointments (CEA). However, departments may also use it to assist them in filling CEA-level Exempt positions. Before using this guide, you should contact your Human Resources Staff to ensure that you follow any internal procedures and formats required by your department. For more information and tips on the selection process, you can access the Virtual Help Desk for Supervisors and Managers at http://www.dpa.ca.gov/training/virtual-help-desk-for-supervisors-and-managers/main.htm. For an overview on the California Merit Principle, please access http://www.dpa.ca.gov/hr-modernization/competency-based-hr-tools/merit-system-principles.ppt.

Behavioral-based interviewing is based on the concept that the best predictor of a candidate's future performance is his or her past performance. Therefore, behavioral interview questions are built around specific incidents that have happened rather than hypothetical situations. The interviewer asks the candidate to describe what they have actually done rather than what they would do in a "what if" situation.

The Leadership Competency Model describes the general competencies and behaviors required for successful performance as an executive with the State of California. The behavioral interview questions included in this guide have been developed to elicit information about a candidate's past experiences that relate to the behaviors (described in the Leadership Competency Model) required to successfully perform as an executive in the State of California. Descriptions of successful and non-responsive behavioral indicators are included to help assess the candidate's responses. For more information on behavioral interviewing, please access http://www.dpa.ca.gov/hr-modernization/competency-based-hr-tools/behavioral-interviewing.ppt. For information on behavioral based reference checks, please access http://www.dpa.ca.gov/hr-modernization/competency-based-hr-tools/Reference-check-questions.doc.

Before the interview:

♦ Review the candidate's application and resume
♦ Review the critical job specific general competencies and the successful behavioral indicators that demonstrate each competency on the job
♦ Identify the general competencies that will be asked about as part of the interview. One way to decide which competencies to include in the interview is to consider the competencies that are required to successfully perform the most critical job duties as identified in the job description
♦ Identify the set of questions which will be asked during the interview process (The interviewers do not need to include all of the questions for each competency)
♦ Work with your Human Resources staff to identify any questions specifically related to the organization, the classification or the job specific technical competencies

Tips for customizing this Interview Guide for your interviews:

- ♦ To obtain a customizable version of this guide, please [contact us](#).
- ♦ Once you receive the copy, use the "File Save As" feature.
- ♦ Edit the document so that it includes only the job related general competencies that you have identified for inclusion in your interviews.
- ♦ Edit the document so that the set of behavioral interview questions provided for each general competency include only those questions that you have identified for inclusion in your interviews.
- ♦ Edit the document so that it includes only the successful and non-responsive behavioral indicators that you expect to be elicited based on the selected competency questions.
- ♦ Add any questions specifically related to the organization, the classification or the job specific technical competencies along with the expected successful and non-responsive behavioral indicators.
- ♦ Make a copy of the interview guide for each interviewer to use to take notes on each candidate to be interviewed.
- ♦ On the interview guide for each candidate each interviewer should fill in the following information:
  - o The interview information (i.e. candidate name, interviewer name, interview date, position being filled)
  - o The Education and Experience from the candidate's application (during the interview, notes can be added based on what the candidate shares about their education and experience)

Conducting the interview:

- ♦ Welcome the candidate and make them comfortable
- ♦ Provide the candidate with a copy of the questions that will be asked in the interview (optional)
- ♦ Begin the formal interview by briefly reviewing the candidate's education and experience
- ♦ Ask the same questions of each candidate being interviewed for the same position
- ♦ Tell the candidate about the job and the organization
- ♦ Clarify any questions about the candidates education and work experience that are necessary (i.e. fill in gaps)
- ♦ Ask questions and follow-up to probe for details and accomplishments—ideally at least 2–3 examples in each area. Get complete examples which include:
  The circumstances that the candidate encountered
  The actions that the candidate took
  The outcome of the actions taken
- ♦ Use this guide to take notes and assess the candidates – Exceptional performance in the interview or performance in the interview that does not meet expectations must be indicated in the notes section of the interview guide for a particular question and competency.
- ♦ Select the appropriate behavioral indicators based on the candidate's responses and summarize key observations and notes. Rate the candidate on each competency in the space provided at the bottom of each page.

After the interview:

- ♦ After completing each interview, interviewers should discuss the final ratings for each candidate and complete the Overall Candidate Rating.
- ♦ After all interviews are completed, check references, check personnel files; make hiring decision.

Candidate Name:	
Interviewer Name:	
Interview Date:	
Position Being Filled:	

EDUCATION AND EXPERIENCE

Education:

Experience:

Behavioral Interview Questions

FOSTERING A TEAM ENVIRONMENT CLUSTER

Communication Questions

- Describe a situation where you demonstrated that providing and receiving feedback from others is important for all employees throughout the organization.
    - What did you do?
    - Who was feedback provided to?
    - Who was feedback received from?
    - What was the result?
- Describe a situation where you demonstrated that listening and interacting with others are important skills for all employees throughout the organization.
    - What did you do?
    - What was the result?
- Describe a time when you were able to effectively communicate difficult, sensitive, or unpleasant information.
    - What was the situation?
    - What steps did you take to ensure that your audience understood the information?
    - What was the outcome?
- Describe a situation where you successfully persuaded others to do something or to see your point of view.
    - What was the situation?
    - What did you do?
    - What was the result?
- Describe a situation where you had to convey an organizational decision that was controversial to your management team, your staff, or to employees throughout the organization.
    - What was the situation?
    - What did you do?
    - What was the result?
- Tell us about a time when you had to coach other leaders on presenting sensitive and complex information in a manner that could be easily understood.
    - What did you do?
    - What was the outcome?
    - What techniques did you teach the other leaders to use to confirm that the audience understood the information?

Communication Questions (Continued)

- Tell us about a time when your role or position in an organization impacted your communication style.
  - What was the situation?
  - What did you do?
  - Why was your communication style impacted?
- Delivery of clear and accurate written communications is important in the workplace. Tell us about an example of what you have done that ensured that the written communications in your organization were clear and accurate.
  - What did you do?
  - What was the outcome?
  - Were you satisfied with the results, why or why not?
- Describe the process you have used to review and approve written correspondence from your staff.
  - What steps did you take?
  - What did you look for before approving the correspondence?
- Conveying complex or sensitive messages in writing may require the creative use of graphics and other visual aids. Provide us with an example of when you mentored staff on effectively conveying complex or sensitive ideas in writing in an accurate, clear, and concise manner that could be easily understood by the audience.
  - What was the situation?
  - What did you do?
  - What was the outcome?
- High-performing organizations draw on the strengths of employees at all levels of the organization and maintain open, honest communication. Based on your experience, how have you assessed your organization's capability for communication, and what have you done that increased or promoted communication within your organization?
  - What did you do?
  - What was the outcome?
  - Were you satisfied with the results, why or why not?

Competency: Communication	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Gives feedback and is receptive to feedback** • **Knows that listening is essential** • **Keeps others informed and ensures that feedback that is received is passed to others appropriately** • **Uses a variety of methods to convey information** • **Strives for error-free communications** • **Expresses clear and concise ideas in writing** • **Organizes written ideas** • **Uses graphics and other aids to clarify ideas**	❑ Has fostered an environment that encouraged feedback from internal and external sources ❑ Has created an environment that encouraged and supported active listening throughout the organization ❑ Has modeled active listening and interactions with others ❑ Has coached others on the art of listening and communication ❑ Has clearly communicated sensitive and difficult information using the appropriate communication style for the audience ❑ Has effectively persuaded and influenced others ❑ Has demonstrated support for final decisions and outcomes of the organization ❑ Has effectively received 360 degree feedback throughout the organization ❑ Has effectively provided 360 degree feedback throughout the organization ❑ Has coached/mentored the management team on identifying the most effective and appropriate method to convey information based on the sensitivity and complexity of the information and the intended audience ❑ Has established organizational expectations for the delivery of error free communications ❑ Has ensured that staff had the tools and resources to meet the expectations ❑ Has monitored the organization's performance against expectations and held staff accountable for accurate and timely communications ❑ Has clearly conveyed sensitive, complex, urgent or highly visible issues in simple terms that could be easily understood by the audience ❑ Has been aware of the impact of one's executive level within the organization when communicating with others ❑ Has approved and signed off on internal and external communications requiring the highest level of review ❑ Has recognized when the most sensitive or complex documents needed to be rewritten and has provided guidance ❑ Has clearly articulated the need for visual aids and graphics to explain a complex or sensitive topic	❑ Did not indicate that they have fostered an environment that encouraged feedback from internal and external sources ❑ Did not indicate that they have created an environment that encouraged and supported active listening throughout the organization ❑ Did not indicate that they modeled active listening and interactions with others ❑ Did not indicate that they have coached others on the art of listening and communication ❑ Did not indicate that they have clearly communicated sensitive and difficult information using the appropriate communication style for the audience ❑ Did not indicate that they have effectively persuaded and influenced others ❑ Did not indicate that they have demonstrated support for final decisions and outcomes of the organization ❑ Did not indicate that they have effectively received 360 degree feedback throughout the organization ❑ Did not indicate that they have effectively provided 360 degree feedback throughout the organization ❑ Did not indicate that they have coached/mentored the management team on identifying the most effective and appropriate method to convey information based on the sensitivity and complexity of the information and the intended audience ❑ Did not indicate that they have established organizational expectations for the delivery of error free communications ❑ Did not indicate that they have ensured that staff had the tools and resources to meet the expectations ❑ Did not indicate that they have monitored the organization's performance against expectations and held staff accountable for accurate and timely communications ❑ Did not indicate that they have clearly conveyed sensitive, complex, urgent or highly visible issues in simple terms that could be easily understood by the audience ❑ Did not indicate that they have been aware of the impact of one's executive level within the organization when communicating with others ❑ Did not indicate that they have approved and signed off on internal and external communications requiring the highest level of review ❑ Did not indicate that they have recognized when the most sensitive or complex documents needed to be rewritten and did not indicate that they have provided guidance ❑ Did not indicate that they have clearly articulated the need for visual aids and graphics to explain a complex or sensitive topic

OVERALL RATING FOR COMMUNICATION

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Interpersonal Skills Questions

- Tell us about a situation when you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing.
    - o What was the situation?
    - o What did you do?
    - o What factors did you consider when developing your communication approach?
    - o What was the result?
- Describe a situation in which you were able to effectively "read" others and guide your actions by your understanding of their non-verbal cues.
    - o What did you do?
    - o What other factors did you consider in evaluating the nonverbal cues?
    - o What was the outcome of the situation?
- Tell us about a time when you had to coach other leaders on effectively "reading" others and guiding their actions by their understanding of the non-verbal cues.
    - o What did you do?
    - o What was the outcome?
- Tell us about a time when you and your team members were dealing with a stressful work situation.
    - o What was the situation?
    - o How did you handle it?
    - o What was the outcome?
    - o Were you satisfied with the outcome, why or why not?
- Tell us about a time when you mentored other leaders on effectively handling stressful situations.
    - o What did you do?
    - o What was the outcome?
- Tell us about a situation when you set an example for others to follow by withholding your own opinion, and listening to the opinions of others.
    - o What did you do?
    - o What was the outcome?
    - o Why was this action important?

Interpersonal Skills Questions (Continued)

- Tell us about what you have done to improve the knowledge, skills and abilities of staff throughout the organization in order to ensure that the organization's strategic goals were achieved.
    - What approach did you take?
    - What was the outcome?
- Tell us about a situation where you developed trust and respect with others throughout the organization.
    - What was the situation?
    - What steps did you take?
    - What was the result?
    - Were you satisfied with the result, why or why not?

Competency: Interpersonal Skills	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Effectively approaches others with sensitive information** • **Understands the unspoken meaning of a situation** • **Understands strengths and development areas of others** • **Makes others feel respected and heard**	❑ Has known when to share information, how much information to share and who to share information with, particularly in sensitive situations and has adapted the communication accordingly, while maintaining a professional approach and positive image ❑ Considered the organizational culture when developing and applying the appropriate communication style ❑ Has assessed and responded to non-verbal cues and unspoken complex sub-messages to identify the concerns and interests of others ❑ Has understood the impact of organizational history and the past and current interactions of executive management and stakeholders ❑ Has mentored others in the development of perception skills ❑ Has recognized one's own and staff's stressors ❑ Has mentored others in the use of appropriate tools and techniques to effectively address stressful situations ❑ Has identified the strengths and weaknesses within the organization and developed plans to maximize the strengths and minimize the weaknesses ❑ Has developed staff to meet the strategic objectives of the organization ❑ Has created an environment that supported active listening and respected input from others ❑ Has ensured a safe communication environment and created trust	❑ Did not indicate that they have known when to share information, how much information to share and who to share information with, particularly in sensitive situations and did not indicate that they have adapted the communication accordingly, while maintaining a professional approach and positive image ❑ Did not indicate that they have considered the organizational culture when developing and applying the appropriate communication style ❑ Did not indicate that they have assessed and responded to non-verbal cues and unspoken complex sub-messages to identify the concerns and interests of others ❑ Did not indicate that they have understood the impact of organizational history and the past and current interactions of executive management and stakeholders ❑ Did not indicate that they have mentored others in the development of perception skills ❑ Did not indicate that they have recognized one's own and staff's stressors ❑ Did not indicate that they have mentored others in the use of appropriate tools and techniques to effectively address stressful situations ❑ Did not indicate that they have identified the strengths and weaknesses within the organization and developed plans to maximize the strengths and minimize the weaknesses ❑ Did not indicate that they have developed staff to meet the strategic objectives of the organization ❑ Did not indicate that they have created an environment that supported active listening and respected input from others ❑ Did not indicate that they have ensured a safe communication environment and created trust

OVERALL RATING FOR INTERPERSONAL SKILLS

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Team Leadership Questions

- As a leader within an organization, one must often initiate projects which cross organizational boundaries or have multi-departmental impact. Tell us about a situation where you initiated such a project and what steps you took to ensure the project's success.
    - What was the situation?
    - What actions did you take?
    - What were the biggest challenges and how did you overcome them?
    - What steps did you take to achieve a positive outcome?
    - How did the group or team effort ultimately turn out?

Competency: Team Leadership	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
- **Sets team structure** - **Organizes, leads, and facilitates team activities** - **Promotes team cooperation** - **Encourages participation**	❑ Has approved the team charter ❑ Has set the expectations for the team ❑ Has authorized funding and resources for the team ❑ Has served as the executive sponsor for the team ❑ Has served as a champion for the team to senior management and stakeholders ❑ Has cleared obstacles cross-functionally ❑ Has ensured that the team's vision remained clear ❑ Has created an environment that promoted teamwork and respect ❑ Has maintained regular contact with the team to assist them in adapting to any changes in direction or to facilitate overcoming obstacles ❑ Has recognized the team's efforts and showed appreciation ❑ Has celebrated successes	❑ Did not indicate that they have approved the team charter ❑ Did not indicate that they have set the expectations for the team ❑ Did not indicate that they have authorized funding and resources for the team ❑ Did not indicate that they have served as the executive sponsor for the team ❑ Did not indicate that they have served as a champion for the team to senior management and stakeholders ❑ Did not indicate that they have cleared obstacles cross-functionally ❑ Did not indicate that they have ensured that the team's vision remained clear ❑ Did not indicate that they have created an environment that promoted teamwork and respect ❑ Did not indicate that they have maintained regular contact with the team to assist them in adapting to any changes in direction or to facilitate overcoming obstacles ❑ Did not indicate that they have recognized the team's efforts and showed appreciation ❑ Did not indicate that they have celebrated successes

OVERALL RATING FOR TEAM LEADERSHIP

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

CREATING ORGANIZATIONAL TRANSFORMATION CLUSTER

Change Leadership Questions

- Sometimes it is essential that we break out of the routine, standardized ways of doing things in order to accomplish the goals of the organization. Provide us with an example of a time when you identified that the organization needed to make a significant change, and tell us how you prepared the organization and the employees for that change.
    - How did you identify the need for change?
    - What were the impacts of the change?
    - What did you do?
    - Who did you involve in the change process?
    - What challenges did you face and how did you address them?
    - What was the result?
    - Were you satisfied with the result, why or why not?

Competency: Change Leadership	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
- **Develops new approaches** - **Identifies better, faster or less expensive ways to do things** - **Encourages others to value the potential benefits of change and to effectively adapt to change**	❑ Has created a culture of change and innovation within the organization ❑ Has aligned change efforts with the vision and strategic goals of the organization ❑ Has facilitated the management team's efforts to overcome obstacles ❑ Has encouraged internal and external partnerships and collaborations for organizational improvements ❑ Has provided access or opportunity to resources to support change efforts ❑ Has demonstrated an understanding of when it is time for the organization to change and what the organizational and global impacts and consequences of change will be ❑ Has created the vision for change ❑ Has articulated the benefits and consequences of change to all impacted internal and external parties ❑ Has supported the organizational change agents throughout the change process	❑ Did not indicate that they have created a culture of change and innovation within the organization ❑ Did not indicate that they have aligned change efforts with the vision and strategic goals of the organization ❑ Did not indicate that they have facilitated the management team's efforts to overcome obstacles ❑ Did not indicate that they have encouraged internal and external partnerships and collaborations for organizational improvements ❑ Did not indicate that they have provided access or opportunity to resources to support change efforts ❑ Did not indicate that they have demonstrated an understanding of when it is time for the organization to change and what the organizational and global impacts and consequences of change will be ❑ Did not indicate that they have created the vision for change ❑ Did not indicate that they have articulated the benefits and consequences of change to all impacted internal and external parties ❑ Did not indicate that they have supported the organizational change agents throughout the change process

OVERALL RATING FOR CHANGE LEADERSHIP

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Flexibility Questions

- Give a specific example of how you have helped create an environment where different perspectives are valued, encouraged and supported.
    - What was the situation?
    - What did you do?
    - What was the outcome?
- There are many jobs that require creative or innovative thinking. Give us a specific example of what you have done to encourage innovation in order to accomplish the strategic goals and objectives of your organization.
    - What was the situation?
    - What did you do?
    - What was the outcome?
- There are many internal and external factors that can impact an organization's key actions. Give us specific example of what you have done when the organization's priorities changed quickly.
    - What was the situation?
    - What did you do?
    - What was the outcome or result?
- Describe a situation where the initial approach was unsuccessful. What did you do to ultimately ensure a successful outcome?
    - What was the situation?
    - What did you do?
    - What obstacles and challenges did you face?
    - What was the result?
- Tell us about a specific time when you were given new information that affected a decision that you had already made.
    - What was the situation?
    - What did you do?
    - What was the result?

Competency: Flexibility	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Sees the merits of perspectives other than their own **Demonstrates openness to new organizational structures, procedures and technology** **Switches to different strategy when an initially selected one is unsuccessful** **Demonstrates willingness to modify a strongly held position in the face of contrary evidence**	- Has encouraged opportunities to discuss topics where there were divergent points of view - Has asked probing questions to understand other viewpoints before responding to them - Has created an organizational culture where differing viewpoints were valued - Has championed innovation and the integration of technology into the organization - Has established an environment that encouraged and supported new organizational structures, changes in procedures and other innovative solutions to enhance the organization's ability to meet its strategic goals and objectives - Has demonstrated an understanding that many internal and external factors (legislative, media, budget, etc.) can impact an organization's key actions - Has effectively adapted to the changing environment while taking appropriate risks and continuing to meet strategic goals and objectives - Has successfully adjusted one's initial approach to an issue to overcome obstacles and achieve results - Has based decisions on relevant data - Has displayed a willingness to change position if data dictates the need to change	- Did not indicate that they have encouraged opportunities to discuss topics where there were divergent points of view - Did not indicate that they have asked probing questions to understand other viewpoints before responding to them - Did not indicate that they have created an organizational culture where differing viewpoints were valued - Did not indicate that they have championed innovation and the integration of technology into the organization - Did not indicate that they have established an environment that encouraged and supported new organizational structures, changes in procedures and other innovative solutions to enhance the organization's ability to meet its strategic goals and objectives - Did not indicate that they have demonstrated an understanding that many internal and external factors (legislative, media, budget, etc.) can impact an organization's key actions - Did not indicate that they have effectively adapted to the changing environment while taking appropriate risks and continuing to meet strategic goals and objectives - Did not indicate that they have successfully adjusted one's initial approach to an issue to overcome obstacles and achieve results - Did not indicate that they have based decisions on relevant data - Did not indicate that they have displayed a willingness to change position if data dictates the need to change

OVERALL RATING FOR FLEXIBILITY

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Global Perspective Questions

- Tell us about a time when you used your knowledge of cultural, economic and political issues to develop a strategy to meet the organization's strategic goals and objectives.
    - What was the situation?
    - What did you do?
    - What was the result?
    - What challenges did you face and how did you overcome them?
    - What was the outcome?
- Maintaining an awareness of external trends and issues can assist in the development of a more effective organization. Tell us about a specific example of a time where your awareness of external trends or issues impacted organizational policies and culture.
    - What was the situation?
    - What did you do?
    - What was the outcome or result?
    - What was the impact to the organization?
- Describe a time when you had to develop a unique strategy to meet the competing needs of various external stakeholders.
    - What was the situation?
    - What did you do?
    - What challenges did you face and how did you overcome them?
    - What was the outcome or result?

Competency: Global Perspective	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Demonstrates a knowledge of external issues impacting organizational goals and objectives **Negotiates departmental interests to mitigate external influences** **Partners with external stakeholders and others that have shared purpose or program impact**	❑ Has maintained a professional awareness of cultural, economic and political issues ❑ Has identified and articulated external global threats and opportunities ❑ Has driven policy formulation of organizational culture based on the global environment ❑ Has been cognizant of department's interests and goals ❑ Has understood and recognized motives of external parties and influences ❑ Has utilized effective communication skills and persuasion to represent departmental interests ❑ Has understood who the external stakeholders were and established effective partnerships and lines of communication ❑ Has been aware of the organization's impact on the stakeholders ❑ Has developed strategies to collaboratively work with stakeholders	❑ Did not indicate that they have maintained a professional awareness of cultural, economic and political issues ❑ Did not indicate that they have identified and articulated external global threats and opportunities ❑ Did not indicate that they have driven policy formulation of organizational culture based on the global environment ❑ Did not indicate that they have been cognizant of department's interests and goals ❑ Did not indicate that they have understood and recognized motives of external parties and influences ❑ Did not indicate that they have utilized effective communication skills and persuasion to represent departmental interests ❑ Did not indicate that they have understood who the external stakeholders were and established effective partnerships and lines of communication ❑ Did not indicate that they have been aware of the organization's impact on the stakeholders ❑ Did not indicate that they have developed strategies to collaboratively work with stakeholders

OVERALL RATING FOR GLOBAL PERSPECTIVE

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Organizational Awareness Questions

- Tell us about the specific process you have used to ensure that your daily business operations were aligned with the strategic objectives of the organization.
    - What did you do?
    - What was the result?
- Give us a specific example of a time when you had to communicate a major department strategic goal or objective to internal and external stakeholders.
    - What was the situation?
    - What was your role?
    - What did you do?
    - What was the outcome?
- Maintaining an awareness of trends and issues is important to the ongoing success of an organization. Tell us about the specific steps you have taken to stay informed of trends that may impact your organization.
    - What did you do?
    - What was the outcome or result?
    - What was the impact to the organization?
- In difficult fiscal times, there is often pressure "to do more with less." Sometimes we can be under so much pressure that core values of the organization can be overlooked. Give us a specific example of a time when you demonstrated the core organizational values despite significant pressure to complete an assignment or achieve an objective.
    - What was the situation?
    - What did you do?
    - What challenges did you face and how did you overcome them?
    - What was the result?
- Tell us about a sensitive or complex business problem that you resolved. How did you utilize your understanding of the organization's structure and culture to solve the problem?
    - What was the problem?
    - What did you do?
    - What was the result?

Competency: Organizational Awareness	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Understands purpose/service of organization **Keeps current with issues with future impact** **Understands and effectively works within organization structure, polices and culture**	❑ Has demonstrated an understanding of the strategic goals and objectives of the organization and implemented them into daily operations ❑ Has considered the organization's strategic goals and objectives when making decisions ❑ Has successfully represented the organization in various internal and external settings ❑ Has demonstrated an understanding of the major concerns of the organization by keeping open communication with staff, managers, and other executives ❑ Has stayed informed of issues and trends by building networks with stakeholders and professional organizations ❑ Has tracked legislative trends ❑ Has embraced and modeled the values of the organization ❑ Has demonstrated an understanding of the organization's culture and how to effectively achieve the strategic goals and objectives	❑ Did not indicate that they have demonstrated an understanding of the strategic goals and objectives of the organization and implemented them into daily operations ❑ Did not indicate that they have considered the organization's strategic goals and objectives when making decisions ❑ Did not indicate that they have successfully represented the organization in various internal and external settings ❑ Did not indicate that they have demonstrated an understanding of the major concerns of the organization by keeping open communication with staff, managers, and other executives ❑ Did not indicate that they have stayed informed of issues and trends by building networks with stakeholders and professional organizations ❑ Did not indicate that they have tracked legislative trends ❑ Did not indicate that they have embraced and modeled the values of the organization ❑ Did not indicate that they have demonstrated an understanding of the organization's culture and how to effectively achieve the strategic goals and objectives

OVERALL RATING FOR ORGANIZATIONAL AWARENESS

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Vision and Strategic Thinking Questions

- Tell us about a time when you had to develop or adjust organization strategic goals or objectives to accommodate a change to the organization's broader vision.
  - What was the situation?
  - What was your role?
  - What did you do?
  - What was the outcome?
- Describe a time when you had to persuade others to incorporate the broad organizational vision and strategic plan into their daily work.
  - What was the situation?
  - What did you do?
  - What was the outcome?
- Give us an example of a time when you aligned organizational business plans and resources in order to achieve the strategic goals and objectives of the organization.
  - What was the situation?
  - What did you do?
  - What was the outcome?
- To successfully lead an organization into the future, a leader must be able to create and share a vision that inspires people to follow. In your past experience, what specific steps have you taken to successfully create a vision for an organization, and how did you make sure that the entire organization had a common understanding of the vision and was aligned to meet the vision.
  - What was the situation?
  - What steps did you take?
  - What was the outcome?

Competency: Vision and Strategic Thinking	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Communicates the big picture** • **Expresses vision to others** • **Influences others to translate vision into action**	❑ Has established or adjusted the department's strategic plan, goals and objectives to align with global changes, organizational changes, or input from key stakeholders ❑ Has initiated the implementation of the vision and strategic plan ❑ Has initiated regular discussions of the vision and strategic plan with the management team ❑ Has ensured that there is a clear "line of sight" between tactical business plans and the organization's strategic plan ❑ Has established an environment where individuals are recognized for putting the strategic vision into action	❑ Did not indicate that they have established or adjusted the department's strategic plan, goals and objectives to align with global changes, organizational changes, or input from key stakeholders ❑ Did not indicate that they have initiated the implementation of the vision and strategic plan ❑ Did not indicate that they have initiated regular discussions of the vision and strategic plan with the management team ❑ Did not indicate that they have ensured that there is a clear "line of sight" between tactical business plans and the organization's strategic plan ❑ Did not indicate that they have established an environment where individuals are recognized for putting the strategic vision into action

OVERALL RATING FOR VISION AND STRATEGIC THINKING

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

MAXIMIZING PERFORMANCE RESULTS CLUSTER

Analytical Thinking Questions

- Describe a situation in which you were able to clearly frame a sensitive problem, identify and collect the necessary data, and make recommendations for solving the problem.
    - What was the problem?
    - Who was impacted by the problem?
    - What factors or variables did you consider?
    - What did you do?
    - How did you evaluate your options?
    - What was the outcome?
- Give us an example of a time when you used your fact-finding skills to gain information needed to solve a problem.
    - How did you analyze the information you gathered?
    - How did you use the information to solve the problem?
- Describe a time when you anticipated a potential highly sensitive problem that was significant to the organization and its stakeholders, and developed preventive measures.
    - What was the potential problem?
    - How did you identify the potential problem?
    - What was the potential impact on the organization?
    - What was the potential impact to the stakeholders?
    - What did you do?
    - What was the outcome?

Competency: Analytical Thinking	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Identifies causes for problems** • **Approaches problems by breaking them down** • **Weighs priorities** • **Recognizes actions and underlying issues**	❑ Has identified causes for highly sensitive problems which may affect the organization, other departments and/or outside stakeholders ❑ Has considered politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when breaking down highly sensitive and complex problems ❑ Has considered politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when delegating highly sensitive and complex problems ❑ Has synthesized information provided by the management team and stakeholders ❑ Has asked effective probing questions ❑ Has considered the strategic goals and objectives of the organization when setting key priorities ❑ Has anticipated highly sensitive organizational key actions (policy changes, legislative changes) and recognized underlying issues and the impacts to the organization and stakeholders	❑ Did not indicate that they have identified causes for highly sensitive problems which may affect the organization, other departments and/or outside stakeholders ❑ Did not indicate that they have considered politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when breaking down highly sensitive and complex problems ❑ Did not indicate that they have considered politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when delegating highly sensitive and complex problems ❑ Did not indicate that they have synthesized information provided by the management team and stakeholders ❑ Did not indicate that they have asked effective probing questions ❑ Did not indicate that they have considered the strategic goals and objectives of the organization when setting key priorities ❑ Did not indicate that they have anticipated highly sensitive organizational key actions (policy changes, legislative changes) and recognized underlying issues and the impacts to the organization and stakeholders

OVERALL RATING FOR ANALYTICAL THINKING

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Decision Making Questions

- Tell us about an experience in which you had a limited amount of time to make a mission critical or politically sensitive decision with significant organizational impact.
    - o What was the decision?
    - o How did you go about making it?
    - o What factors did you consider?
    - o Who did the decision impact?
    - o What was the outcome/result of your decision?
    - o Were you satisfied with the result, why or why not?
- Give us an example of a time when you led a unique effort to improve public service.
    - o What was the situation?
    - o What was your role?
    - o What did you do?
    - o What was the outcome?
- Tell us about a time when you made a bad decision.
    - o What was the situation?
    - o What was the impact of the decision?
    - o How did you determine the impact of the decision?
    - o What did you do to correct or mitigate the impact of the bad decision?
- Give us an example of a time when you received new information that made you reconsider a decision you had already made.
    - o What was the situation?
    - o What did you do?
    - o What was the outcome?

Competency: Decision Making	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Makes critical and timely decisions** • **Takes charge** • **Supports appropriate risk** • **Makes tough and appropriate decisions**	❑ Has made effective mission critical and/or politically sensitive decisions with limited information under tight deadlines ❑ Has made decisions by consensus, when appropriate ❑ Has followed-up to determine results of decisions ❑ Has kept well-informed of department policies, priorities and of internal and external factors in order to make decisions which may affect the organization, other departments and/or outside stakeholders ❑ Has encouraged and supported innovative ideas and approaches to improve public service and/or deliverables ❑ Has taken responsibility for decisions ❑ Has exercised critical judgment with confidence in consideration of the range of impact to all affected parties ❑ Has displayed a willingness to change approach if facts dictated the need to change	❑ Did not indicate that they have made effective mission critical and/or politically sensitive decisions with limited information under tight deadlines ❑ Did not indicate that they have made decisions by consensus, when appropriate ❑ Did not indicate that they have followed-up to determine results of decisions ❑ Did not indicate that they have kept well-informed of department policies, priorities and of internal and external factors in order to make decisions which may affect the organization, other departments and/or outside stakeholders ❑ Did not indicate that they have encouraged and supported innovative ideas and approaches to improve public service and/or deliverables ❑ Did not indicate that they have taken responsibility for decisions ❑ Did not indicate that they have exercised critical judgment with confidence in consideration of the range of impact to all affected parties ❑ Did not indicate that they have displayed a willingness to change approach if facts dictated the need to change

OVERALL RATING FOR DECISION MAKING

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Forward Thinking Questions

- Describe a time when you demonstrated the ability to think progressively and look beyond the present situation in order to develop a plan that led to future success.
    - What was the situation?
    - What did you do?
    - Who was involved?
    - What was the outcome?
- Tell us about a time when you anticipated changes in the future which would impact your organization and made changes to current responsibilities/operations to meet future needs.
    - What was the situation?
    - What did you do?
    - What was the outcome?
- Give us an example of a change you saw coming and how you planned for that change.
    - What was the situation?
    - How did you anticipate the change?
    - What did you do?
    - What factors did you consider?
    - Who was involved?
    - What was the outcome?

Competency: Forward Thinking	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Anticipates problems and develops contingency plans** • **Notices trends and develops plans to prepare for opportunities or problems** • **Anticipates the consequences of situations and plans accordingly** • **Anticipates how individuals and groups will react to situations and information and plans accordingly**	❑ Has been able to see the big picture ❑ Has kept open lines of communication to anticipate problems ❑ Has collaboratively developed contingency plans and alternatives ❑ Has anticipated continual changes in the environment (e.g., industry, workforce, political, etc.) ❑ Has developed plans to prepare for opportunities or problems ❑ Has planned for consequences of future actions ❑ Has kept lines of communication open to develop and expand relationship with staff and stakeholders and instill trust ❑ Has demonstrated knowledge of the audience ❑ Has instilled confidence and trust in others ❑ Has discussed plans with staff and/or stakeholders as appropriate and made adjustments as necessary	❑ Did not indicate that they have been able to see the big picture ❑ Did not indicate that they have kept open lines of communication to anticipate problems ❑ Did not indicate that they have collaboratively developed contingency plans and alternatives ❑ Did not indicate that they have anticipated continual changes in the environment (e.g., industry, workforce, political, etc.) ❑ Did not indicate that they have developed plans to prepare for opportunities or problems ❑ Did not indicate that they have planned for consequences of future actions ❑ Did not indicate that they have kept lines of communication open to develop and expand relationship with staff and stakeholders and instill trust ❑ Did not indicate that they have demonstrated knowledge of the audience ❑ Did not indicate that they have instilled confidence and trust in others ❑ Did not indicate that they have discussed plans with staff and/or stakeholders as appropriate and made adjustments as necessary

OVERALL RATING FOR FORWARD THINKING

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Results Orientation Questions

- Tell us about the process you have used to establish goals for your program area.
    - What was the process?
    - Who was involved in the process?
    - What steps did you take?
    - What factors did you consider?
    - What was the outcome?
    - Were you satisfied with the outcome, why or why not?
- Give us a specific example of how you have used organizational performance measurements to improve program efficiency and effectiveness.
    - What was the situation?
    - What did you do?
    - What was the outcome?
- Give us a specific example of how you have weighed long-term versus short-term program goals when developing business plans.
    - What was the situation?
    - What did you do?
    - What was the outcome?
- Tell us about a time when you maintained focus and commitment in order to lead your staff and/or team to achieving important goals despite major obstacles and frustrations.
    - What was the situation?
    - Who was involved?
    - What steps did you take?
    - What challenges did you face?
    - What was the outcome?
    - Were you satisfied with the outcome, why or why not?
- What process have you used to ensure that your program has achieved its objectives and successfully contributed to the organization's strategic goals.
    - What did you do?
    - What was the outcome?
    - Were you satisfied with the process, why or why not?
- Executives who create and maintain constructive working relationships with employees on the front line can improve employee morale, increase performance, and lower costs. Describe a specific experience that you have had involving "front line" employees in achieving results.
    - What was the situation?
    - What did you do?
    - What was the outcome?

Competency: Results Orientation	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Develops challenging but achievable goals **Solves problems and accomplishes goals** **Finds or creates ways to measure performance against goals**	❑ Has developed program goals based on the organization's vision, mission and strategic goals and objectives ❑ Has celebrated accomplishments and achievements of key milestones ❑ Has demonstrated an understanding of the importance of tomorrow's goals in the context of today's priorities ❑ Has recognized and anticipated barriers and obstacles to achieve organizational goals ❑ Has considered the impact of fiscal constraints in meeting organizational goals and setting realistic priorities (e.g., considered mandatory versus discretionary workloads) ❑ Has identified solutions to mitigate barriers or constraints to achieve established goals ❑ Has communicated the impact of fiscal constraints to stakeholders ❑ Has developed realistic, quantifiable milestones and measurements that encouraged raising organizational performance and measured return on investment	❑ Did not indicate that they have developed program goals based on the organization's vision, mission and strategic goals and objectives ❑ Did not indicate that they have celebrated accomplishments and achievements of key milestones ❑ Did not indicate that they have demonstrated an understanding of the importance of tomorrow's goals in the context of today's priorities ❑ Did not indicate that they have recognized and anticipated barriers and obstacles to achieve organizational goals ❑ Did not indicate that they have considered the impact of fiscal constraints in meeting organizational goals and setting realistic priorities (e.g., considered mandatory versus discretionary workloads) ❑ Did not indicate that they have identified solutions to mitigate barriers or constraints to achieve established goals ❑ Did not indicate that they have communicated the impact of fiscal constraints to stakeholders ❑ Did not indicate that they have developed realistic, quantifiable milestones and measurements that encouraged raising organizational performance and measured return on investment

OVERALL RATING FOR RESULTS ORIENTATION

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

BUILDING TRUST AND ACCOUNTABILITY CLUSTER

Ethics and Integrity Questions

- Give us an example of a time when you created an environment of honesty, inclusion and respect for others.
    - What was the situation?
    - What did you do?
    - What challenges did you face?
    - How did you overcome these challenges?
    - What was the result?
- Give us a specific example of a time when you had to make a sensitive business decision which challenged ethical and professional standards, and where there was a possibility of an adverse organizational, public, media and/or legislative reaction. How did you manage the situation?
    - What was the situation?
    - What did you do?
    - Who did you involve in the decision?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome these challenges?
    - What was the result?
    - Were they satisfied with the result, why or why not?
- Accountability and transparency are important values of an ethical leader. Give us a specific example of when you have demonstrated these values.
    - What was the situation?
    - What did you do?
    - What factors did you consider?
    - What was the outcome?
- Give us a specific example of how you have ensured that the confidentiality of information and records is maintained in your organization.
    - What did you do?
    - What was the outcome?
    - Were you satisfied with the outcome, why or why not?

Competency: Ethics and Integrity	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Treats others with respect **Takes responsibility** **Uses applicable professional standards and establishes procedures** **Identifies ethical dilemmas and takes action** **Anticipates and prevents breaches in confidentiality and security**	❑ Has established an environment where different styles and approaches are valued ❑ Has recognized the value of diverse opinions and approaches ❑ Has established expectations for ethical behavior in the workplace ❑ Has held oneself and others accountable ❑ Has recognized and valued ethical behavior ❑ Has fostered an environment of openness and transparency ❑ Has ensured that a high level of professional standards, procedures and policies are adhered to throughout the organization ❑ Has created an environment that consistently emphasized integrity and respect for people at all levels within and outside the organization ❑ Has developed confidentiality and security policies and guidelines and communicated them to the organization ❑ Has held the management team accountable for maintaining security and confidentiality	❑ Did not indicate that they have established an environment where different styles and approaches are valued ❑ Did not indicate that they have recognized the value of diverse opinions and approaches ❑ Did not indicate that they have established expectations for ethical behavior in the workplace ❑ Did not indicate that they have held oneself and others accountable ❑ Did not indicate that they have recognized and valued ethical behavior ❑ Did not indicate that they have fostered an environment of openness and transparency ❑ Did not indicate that they have ensured that a high level of professional standards, procedures and policies are adhered to throughout the organization ❑ Did not indicate that they have created an environment that consistently emphasized integrity and respect for people at all levels within and outside the organization ❑ Did not indicate that they have developed confidentiality and security policies and guidelines and communicated them to the organization ❑ Did not indicate that they have held the management team accountable for maintaining security and confidentiality

OVERALL RATING FOR ETHICS AND INTEGRITY

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Personal Credibility Questions

- Give us a specific example of how you have created an environment where honest, open communication is valued, encouraged and supported.
  - What did you do?
  - What was the outcome?
- Tell us about a time when you assumed personal accountability for an adverse organizational situation or event.
  - What was the situation?
  - What did you do?
  - What was the outcome?
- Tell us about a time when a political directive impacted your ability to meet your work commitments to your stakeholders and your ability to meet your organizational strategic goals.
  - What was the situation?
  - What did you do?
  - What challenges did you face and how did you overcome them?
  - What factors did you consider?
  - What was the outcome?
- Give us a specific example of how you have established a culture of respect throughout the organization.
  - What did you do?
  - What challenges did you face?
  - How did you overcome the challenges?
  - What was the outcome?

Competency: Personal Credibility	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Displays honesty and is forthright with people **Takes ownership** **Follows through on commitments** **Respects concerns shared by others**	❏ Has established a culture for honest, open communications throughout the organization ❏ Has given credit to others for their contributions ❏ Has accepted responsibility for the organizational culture ❏ Has defended the organization and staff in adverse situations ❏ Has personally accepted consequences for the organization ❏ Has strived to meet commitments to internal and external stakeholders while maintaining a balance between organizational goals and political directives ❏ Has established a culture of respect at all levels of the organization ❏ Has set expectations that diverse views are considered ❏ Has coached others on the ability to respectfully express or listen to divergent viewpoints	❏ Did not indicate that they have established a culture for honest, open communications throughout the organization ❏ Did not indicate that they have given credit to others for their contributions ❏ Did not indicate that they have accepted responsibility for the organizational culture ❏ Did not indicate that they have defended the organization and staff in adverse situations ❏ Did not indicate that they have personally accepted consequences for the organization ❏ Did not indicate that they have strived to meet commitments to internal and external stakeholders while maintaining a balance between organizational goals and political directives ❏ Did not indicate that they have established a culture of respect at all levels of the organization ❏ Did not indicate that they have set expectations that diverse views are considered ❏ Did not indicate that they have coached others on the ability to respectfully express or listen to divergent viewpoints

OVERALL RATING FOR PERSONAL CREDIBILITY

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❏	❏	❏

Notes

PROMOTING A HIGH PERFORMANCE CULTURE CLUSTER

Fostering Diversity Questions

- Give us a specific example of how you have created a work environment where differences are valued, encouraged and supported.
    - What did you do?
    - What was the outcome?
- Give us a specific example of how you have created a work environment that is free of discriminatory or prejudicial behavior.
    - What did you do?
    - What was the outcome?

Competency: Fostering Diversity	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Fosters and values an environment in which people who are diverse can work together cooperatively and effectively in achieving organizational goals **Maintains a work environment that is free of sexual harassment and discrimination**	❑ Has fostered an inclusive work environment where diversity and individual differences are valued and used positively to achieve the mission and strategic goals of the organization ❑ Has sought information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem-solving ❑ Has established a work environment that is free of sexual harassment and discrimination ❑ Has ensured that there are appropriate policies, processes and procedures established to respond expeditiously to complaints of sexual harassment or discrimination	❑ Did not indicate that they have fostered an inclusive work environment where diversity and individual differences are valued and used positively to achieve the mission and strategic goals of the organization ❑ Did not indicate that they have sought information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem-solving ❑ Did not indicate that they have established a work environment that is free of sexual harassment and discrimination ❑ Did not indicate that they have ensured that there are appropriate policies, processes and procedures established to respond expeditiously to complaints of sexual harassment or discrimination
OVERALL RATING FOR FOSTERING DIVERSITY		
Did Not Meet (Notes Required)	**Successful**	**Exceptional (Notes Required)**
❑	❑	❑
Notes		

Workforce Management Questions

- There has been a lot of discussion about the projected retirements within the State government workforce and the knowledge gap this will create. Give us a specific example of how you have addressed this challenge in your current organization.
    - What was the situation?
    - What was your role?
    - What did you do?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Give us a specific example of how you have aligned your workforce to your organization's strategic plan in order to achieve program results.
    - What did you do?
    - What was your role?
    - Who did you involve?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Organizations can use a variety of methods to address workforce shortages. Describe a time when you used a unique method to address a workforce need in order to meet organizational goals and objectives.
    - What did you do?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
    - What were the advantages and disadvantages to your approach?
- To become a high-performing organization, a department needs executives who are drivers of continuous improvement. Give us a specific example of how you have motivated employees to achieve excellence.
    - What did you do?
    - What was the outcome?
- Give us a specific example of how you have created an environment that encourages high performance in the workplace.
    - What did you do?
    - What was your role?
    - Who did you involve?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?

Workforce Management Questions (Continued)

- High performing organizations have a performance culture that effectively involves and empowers employees to improve operational performance while ensuring accountability and fairness. How have you fostered a performance culture to instill high employee and organizational performance throughout an organization?
    - What did you do?
    - What was your role?
    - Who did you involve?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- During difficult fiscal times, resources for staff training and development can be scarce. Give us a specific example of an innovative way that you have developed the talents of your team/staff and how you have utilized these qualities to increase the effectiveness of your program in meeting the organization's strategic goals and objectives.
    - What did you do?
    - Who did you involve?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Give us an example of how you have promoted and contributed to workplace health and safety in your organization.
    - What did you do?
    - What was the outcome?

Competency: Workforce Management	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Hires and retains appropriate staff, conducts workforce and succession planning **Provides feedback on performance** **Addresses employee problems** **Is a resource for career development** **Promotes health and safety in the workplace**	❑ Has ensured that a workforce and succession plan and planning process is in place to recruit and retain valuable talent in order to meet the organization's long and short term strategic goals and objectives ❑ Has initiated regular discussions of the workforce planning process with the management team ❑ Has ensured there is a clear "line of sight" between the workforce plan and the organization's strategic plan ❑ Has ensured that policies and procedures are implemented to hire and retain staff with the skills required for the organization to achieve its strategic goals and objectives ❑ Has established an environment where staff receives consistent feedback on performance, regular and effective performance reviews and the guidance to carry out work activities effectively ❑ Has established expectations that conflicts and disagreements are resolved in a constructive manner ❑ Has established expectations that corrective action will be taken when necessary ❑ Has modeled career development by maintaining one's own high level of professional expertise ❑ Has mentored others to gain experiences which will assist them to achieve their career goals and objectives ❑ Has demonstrated an understanding of the organization's financial and budget management process in order to secure sufficient funding for staff training and development needs ❑ Has established an environment that promotes workplace safety ❑ Has established departmental policies for handling hazardous situations or incidents ❑ Has evaluated the effectiveness of the department's occupational health and safety program	❑ Did not indicate that they have ensured that a workforce and succession plan and planning process is in place to recruit and retain valuable talent in order to meet the organization's long and short term strategic goals and objectives ❑ Did not indicate that they have initiated regular discussions of the workforce planning process with the management team ❑ Did not indicate that they have ensured there is a clear "line of sight" between the workforce plan and the organization's strategic plan ❑ Did not indicate that they have ensured that policies and procedures are implemented to hire and retain staff with the skills required for the organization to achieve its strategic goals and objectives ❑ Did not indicate that they have established an environment where staff receives consistent feedback on performance, regular and effective performance reviews and the guidance to carry out work activities effectively ❑ Did not indicate that they have established expectations that conflicts and disagreements are resolved in a constructive manner ❑ Did not indicate that they have established expectations that corrective action will be taken when necessary ❑ Did not indicate that they have modeled career development by maintaining one's own high level of professional expertise ❑ Did not indicate that they have mentored others to gain experiences which will assist them to achieve their career goals and objectives ❑ Did not indicate that they have demonstrated an understanding of the organization's financial and budget management process in order to secure sufficient funding for staff training and development needs ❑ Did not indicate that they have established an environment that promotes workplace safety ❑ Did not indicate that they have established departmental policies for handling hazardous situations or incidents ❑ Did not indicate that they have evaluated the effectiveness of the department's occupational health and safety program

OVERALL RATING FOR WORKFORCE MANAGEMENT

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

BUILDING COALITIONS CLUSTER

Influencing Others Questions

- Give us a specific example of when you understood the concerns of others in order to reach a win-win solution to a difficult or sensitive organizational issue.
    - What was the situation?
    - What did you do?
    - Who was involved?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Sometimes despite your best efforts, it is not possible to reach an agreement with others on a mutually acceptable resolution to a problem. Describe a time when you found yourself in this situation and how you addressed it.
    - What was the situation?
    - What did you do?
    - Who was involved?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Leaders are required to cooperate with others from across the organization as well as with external stakeholders. Tell us about a time you collaborated with others to achieve mutual goals and meet the organization's strategic goals and objectives.
    - What was the situation?
    - What did you do?
    - Who was involved?
    - What factors did you consider?
    - What challenges did you face?
    - How did you overcome the challenges?
    - What was the outcome?
- Give us a specific example of the process you have used to identify the potential outcomes or impacts of a major decision.
    - What was the situation?
    - What did you do?
    - Who was involved?
    - What factors did you consider?
    - What was the outcome?
    - Were you satisfied with the outcome, why or why not?

Competency: Influencing Others	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
Employs a collaborative approach for decision making **Demonstrates the ability to influence others** **Knows when to escalate issues** **Visualizes the final outcomes and ramifications**	❑ Has used a collaborative approach in the decision making process which identified others' most important concerns and sought a win-win solution ❑ Has gained the support and buy-in of others by effectively articulating the organization's position and forming alliances ❑ Has used good judgment to identify stalemates and when issues needed to be escalated ❑ Has anticipated key objectives and potential resolutions ❑ Has considered potential unintended consequences of final outcomes and developed strategies to mitigate any negative consequences	❑ Did not indicate that they have used a collaborative approach in the decision making process which identified others' most important concerns and sought a win-win solution ❑ Did not indicate that they have gained the support and buy-in of others by effectively articulating the organization's position and forming alliances ❑ Did not indicate that they have used good judgment to identify stalemates and when issues needed to be escalated ❑ Did not indicate that they have anticipated key objectives and potential resolutions ❑ Did not indicate that they have considered potential unintended consequences of final outcomes and developed strategies to mitigate any negative consequences

OVERALL RATING FOR INFLUENCING OTHERS

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

Relationship Building Questions

- Give us a specific example of a time when it was critical that you establish an effective working relationship with others, both internal and external to the organization, in order to accomplish the organization's strategic goals and objectives.
    - o What was the situation?
    - o What did you do?
    - o Who was involved?
    - o What factors did you consider?
    - o What challenges did you face?
    - o How did you overcome the challenges?
    - o What was the outcome?
- In order to effectively and efficiently accomplish the organization's strategic goals and objectives, a leader must maintain their own professional expertise and must ensure that their staff maintains their professional expertise as well. Tell us how you have ensured that your staff maintains their professional expertise.
    - o What did you do?
    - o What factors did you consider?
    - o What challenges did you face?
    - o What was the outcome?

Competency: Relationship Building	Successful Behavioral Indicators (Validated)	Non-Responsive Behavioral Indicators
• **Develops and maintains relationships inside and outside the organization** • **Recognizes the concerns and perspectives of others** • **Provides assistance and support to others in the development of collaborative networks**	❑ Has developed networks and built alliances with others (e.g., professional colleagues) in order to achieve the strategic goals and objectives of the organization ❑ Has worked with others to resolve differences within and outside the organization ❑ Has actively sought input and listened to colleagues, staff, stakeholders and customers and considered their diverse opinions ❑ Has encouraged key participants to voice concerns and opinions in order to aid understanding and enhance the decision-making process ❑ Has actively assisted others within and outside the organization in the development of collaborative networks in order to meet shared business objectives	❑ Did not indicate that they have developed networks and built alliances with others (e.g., professional colleagues) in order to achieve the strategic goals and objectives of the organization ❑ Did not indicate that they have worked with others to resolve differences within and outside the organization ❑ Did not indicate that they have actively sought input and listened to colleagues, staff, stakeholders and customers and considered their diverse opinions ❑ Did not indicate that they have encouraged key participants to voice concerns and opinions in order to aid understanding and enhance the decision-making process ❑ Did not indicate that they have actively assisted others within and outside the organization in the development of collaborative networks in order to meet shared business objectives

OVERALL RATING FOR RELATIONSHIP BUILDING

Did Not Meet (Notes Required)	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

ADDITIONAL JOB SPECIFIC COMPETENCIES (Add One Page per Competency)

Competency:

Questions:

Successful Behavioral Indicators	Non-Responsive Behavioral Indicators
❑	❑
❑	❑
❑	❑
❑	❑
❑	❑
❑	❑

OVERALL RATING FOR JOB SPECIFIC COMPETENCY

Did Not Meet	Successful	Exceptional (Notes Required)
❑	❑	❑

Notes

OVERALL CANDIDATE RATING (Notes Required):

Did Not Meet Job Requirement	Successful	Exceptional
❑	❑	❑

Comments:

LEADERSHIP COMPETENCY MODEL

Executive Competencies and Successful Behaviors

FOSTERING A TEAM ENVIRONMENT CLUSTER

Communication: The ability to listen to others and communicate in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.

- Fosters an environment that encourages feedback from internal and external sources
- Creates an environment that encourages and supports active listening throughout the organization; models active listening in interactions with others and coaches others on the art of listening and communication
- Clearly communicates sensitive and difficult information using the appropriate communication style for the audience; effectively persuades and influences others and demonstrates support for final decisions and outcomes of the organization; effectively receives and provides 360 degree feedback throughout the organization
- Coaches/mentors the management team on identifying the most effective and appropriate method to convey information based on the sensitivity and complexity of the information and the intended audience
- Establishes organizational expectations for the delivery of error free communications; ensures that staff has the tools and resources to meet the expectations; monitors the organization's performance against expectations and holds staff accountable for accurate and timely communications
- Clearly conveys sensitive, complex, urgent or highly visible issues in simple terms that can be easily understood by the audience; is aware of the impact of one's executive level within the organization when communicating with others
- Approves and signs off on internal and external communications requiring the highest level of review; recognizes when the most sensitive or complex documents need to be rewritten and provides guidance
- Clearly articulates the need for visual aids and graphics to explain a complex or sensitive topic

Interpersonal Skills: The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.

- Knows when to share information, how much information to share and who to share information with, particularly in sensitive situations; adapts the communication accordingly while maintaining a professional approach and positive image; considers the organizational culture when developing and applying the appropriate communication style
- Assesses and responds to non-verbal cues and unspoken complex sub-messages to identify the concerns and interests of others; understands the impact of organizational history and the past and current interactions of executive management and

stakeholders; mentors others in the development of perception skills; recognizes one's own and staff's stressors and mentors others in the use of appropriate tools and techniques to effectively address stressful situations

- Identifies the strengths and weaknesses within the organization and develops plans to maximize the strengths and minimize the weaknesses and develop staff to meet the strategic objectives of the organization
- Creates an environment that supports active listening and respects input from others; ensures a safe communication environment and creates trust

Team Leadership: The ability to effectively manage and guide group efforts. This includes providing the appropriate level of feedback concerning group progress.

- Approves the team charter and sets the expectations for the team; authorizes funding and resources for the team
- Serves as the executive sponsor for the team; serves as a champion for the team to senior management and stakeholders; clears obstacles cross-functionally; ensures that the team's vision remains clear
- Creates an environment that promotes teamwork and respect; maintains regular contact with the team to assist them in adapting to any changes in direction or to facilitate overcoming obstacles
- Recognizes the team's efforts and shows appreciation; celebrates successes

CREATING ORGANIZATIONAL TRANSFORMATION CLUSTER

Change Leadership: The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.

- Creates a culture of change and innovation within the organization; aligns change efforts with the vision and strategic goals of the organization; facilitates the management team's efforts to overcome obstacles
- Encourages internal and external partnerships and collaborations for organizational improvements; provides access or opportunity to resources to support change efforts
- Understands when it is time for the organization to change and what the organizational and global impacts and consequences of the change will be; creates the vision for the change and articulates the benefits and consequences to all impacted internal and external parties; supports the organizational change agents throughout the change process

Flexibility: The ability to adapt to and work with a variety of situations, individuals and groups. The ability to be open to different and new ways of doing things. The willingness to modify one's preferred way of doing things.

- Encourages opportunities to discuss topics where there are divergent points of view; asks probing questions to understand other viewpoints before responding to them; creates an organizational culture where differing viewpoints are valued
- Champions innovation and the integration of technology into the organization; establishes an environment that encourages and supports new organizational structures, changes in procedures and other innovative solutions to enhance the organization's ability to meet its strategic goals and objectives

- Understands that many internal and external factors (legislative, media, budget, etc.) can impact an organization's key actions; is able to effectively adapt to the changing environment while taking appropriate risks and continuing to meet strategic goals and objectives; successfully adjusts one's initial approach to an issue to overcome obstacles and achieve results
- Bases decisions on relevant data; displays a willingness to change position if data dictates the need to change

Global Perspective: The ability to recognize and address issues that are outside of the local perspective. The ability to view issues without any pre-set biases or limitations. The ability to see the "big" picture.

- Maintains a professional awareness of cultural, economic and political issues; identifies and articulates external global threats and opportunities; drives policy formulation of organizational culture based on the global environment
- Is cognizant of department's interests and goals; understands and recognizes motives of external parties and influences; utilizes effective communication skills and persuasion to represent departmental interests
- Understands who the external stakeholders are and establishes effective partnerships and lines of communication; is aware of the organization's impact on the stakeholders; develops strategies to collaboratively work with stakeholders

Organizational Awareness: The ability to understand the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.

- Understands the strategic goals and objectives of the organization and implements them into daily operations; considers the organization's strategic goals and objectives when making decisions; successfully represents the organization in various internal and external settings
- Understands the major concerns of the organization by keeping open communication with staff, managers, and other executives; stays informed of issues and trends by building networks with stakeholders and professional organizations; tracks legislative trends
- Embraces and models the values of the organization; understands the organization's culture and how to effectively achieve the strategic goals and objectives

Vision & Strategic Thinking: The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.

- Establishes or adjusts the department's strategic plan, goals and objectives to align with global changes, organizational changes, or input from key stakeholders; initiates the implementation of the vision and strategic plan
- Initiates regular discussions of the vision and strategic plan with the management team; ensures that there is a clear "line of sight" between tactical business plans and the organization's strategic plan
- Establishes an environment where individuals are recognized for putting the strategic vision into action

MAXIMIZING PERFORMANCE RESULTS CLUSTER

Analytical Thinking: The ability to approach a problem by using a logical, systematic, sequential approach.

- Identifies causes for highly sensitive problems which may affect the organization, other departments and/or outside stakeholders
- Considers politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when breaking down and delegating highly sensitive and complex problems
- Synthesizes information provided by the management team and stakeholders, asks effective probing questions and considers the strategic goals and objectives of the organization when setting key priorities
- Anticipates highly sensitive organizational key actions (policy changes, legislative changes) and recognizes the underlying issues and the impacts to the organization and stakeholders

Decision Making: The ability to make decisions and solve problems involving varied levels of complexity, ambiguity, and risk.

- Makes effective mission critical and/or politically sensitive decisions with limited information under tight deadlines; makes decisions by consensus when appropriate; follows up to determine results of decision
- Keeps well-informed of department policies and priorities and of internal and external factors in order to make decisions which may affect the organization, other departments and/or outside stakeholders
- Encourages and supports innovative ideas and approaches to improve public service and/or deliverables; takes responsibility for decisions
- Exercises critical judgment with confidence in consideration of the range of impact to all affected parties; displays a willingness to change approach if facts dictate the need to change

Forward Thinking: The ability to anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies.

- Sees the big picture; keeps open lines of communication to anticipate problems; collaboratively develops contingency plans and alternatives
- Anticipates continual changes in the environment (e.g., industry, workforce, political, etc.); develops plans to prepare for opportunities or problems
- Plans for consequences of future actions; keeps lines of communication open to develop and expand relationship with staff and stakeholders and instill trust
- Knows the audience; instills confidence and trust; discusses the plans with staff and/or stakeholders as appropriate and makes adjustments as necessary

Results Orientation: The ability to focus personal efforts on achieving results consistent with the organization's objectives.

- Develops program goals based on the organization's vision, mission and strategic goals and objectives; celebrates accomplishments and achievements of key milestones
- Understands the importance of tomorrow's goals in the context of today's priorities; recognizes and anticipates barriers and obstacles to achieve organizational goals; considers the impact of fiscal constraints in meeting organizational goals and setting realistic priorities (e.g. considers mandatory versus discretionary workloads); identifies solutions to mitigate barriers or constraints to achieve established goals; communicates the impact of fiscal constraints to stakeholders
- Develops realistic quantifiable milestones and measurements that can encourage raising organizational performance and measures return on investment

BUILDING TRUST & ACCOUNTABILITY CLUSTER

Ethics & Integrity: The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.

- Establishes an environment where different styles and approaches are valued; recognizes the value of diverse opinions and approaches
- Establishes expectations for ethical behavior in the workplace; holds self and others accountable; recognizes and values ethical behavior
- Fosters an environment of openness and transparency; ensures that a high level of professional standards, procedures and policies are adhered to throughout the organization
- Creates an environment that consistently emphasizes integrity and respect for people at all levels within and outside the organization
- Develops confidentiality and security policies and guidelines and communicates them to the organization; holds the management team accountable for maintaining security and confidentiality

Personal Credibility: Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.

- Establishes a culture for honest, open communications throughout the organization; gives credit to others for their contributions
- Accepts responsibility for the organizational culture; defends the organization and staff in adverse situations and personally accepts consequences for the organization
- Strives to meet commitments to internal and external stakeholders while maintaining a balance between organizational goals and political directives
- Establishes a culture of respect at all levels of the organization; sets expectations that diverse views are considered; coaches others on the ability to respectfully express or listen to divergent viewpoints

PROMOTING A HIGH PERFORMANCE CULTURE CLUSTER

Fostering Diversity: The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor's responsibility for promoting equal opportunity in hiring and employee development and promotion.

- Fosters an inclusive work environment where diversity and individual differences are valued and used positively to achieve the mission and strategic goals of the organization; seeks information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem solving
- Establishes a work environment that is free of sexual harassment and discrimination; ensures that there are appropriate polices, processes and procedures established to respond expeditiously to complaints of sexual harassment or discrimination

Workforce Management: The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.

- Ensures that a workforce and succession plan and planning process is in place to recruit and retain valuable talent in order to meet the organization's long and short term strategic goals and objectives; initiates regular discussions of the workforce planning process with the management team; ensures that there is a clear "line of sight" between the workforce plan and the organization's strategic plan; ensures that policies and procedures are implemented to hire and retain staff with the skills required for the organization to achieve its strategic goals and objectives
- Establishes an environment where staff receives consistent feedback on performance, regular and effective performance reviews and the guidance to carry out work activities effectively
- Establishes expectations that conflicts and disagreements are resolved in a constructive manner and that corrective action will be taken when necessary
- Models career development by maintaining one's own high level of professional expertise; mentors others to gain experiences which will assist them to achieve their career goals and objectives; understands the organization's financial and budget management process in order to secure sufficient funding for staff training and development needs
- Establishes an environment that promotes workplace safety; establishes departmental policies for handling hazardous situations or incidents; evaluates the effectiveness of the department's occupational health and safety program

BUILDING COALITIONS CLUSTER

Influencing Others: The ability to gain others' support for ideas, proposals, projects, and solutions.

- Uses a collaborative approach in the decision making process which identifies others' most important concerns and seeks a win-win solution
- Gains the support and buy-in of others by effectively articulating the organization's position and forming alliances
- Uses good judgment to identify stalemates and when issues need to be escalated; anticipates key objectives and potential resolutions
- Considers potential unintended consequences of final outcomes and develops strategies to mitigate any negative consequences

Relationship Building: The ability to develop, maintain, and strengthen relationships with others inside or outside of the organization who can provide information, assistance, and support.

- Develops networks and builds alliances with others (e.g., professional colleagues) in order to achieve the strategic goals and objectives of the organization; works with others to resolve differences within and outside the organization
- Actively seeks input and listens to colleagues, staff, stakeholders and customers and considers their diverse opinions; encourages key participants to voice concerns and opinions in order to aid understanding and enhance the decision-making process
- Actively assists others within and outside the organization in the development of collaborative networks in order to meet shared business objectives