

January 2011

State of California
Leadership Competency Model
Behavioral Interview Guides

Overview of Leadership Competency Model

Leadership Competency Model Overview



Leadership Competencies by Cluster

Competency Cluster	Core Leadership Competencies Required at all Leadership Levels	Manager/Supervisor Competencies	Executive Competencies
 <p><i>Fostering a Team Environment</i></p>	<ul style="list-style-type: none"> •Communication •Interpersonal Skills •Team Leadership 	<ul style="list-style-type: none"> •Conflict Management 	
 <p><i>Creating Organizational Transformation</i></p>	<ul style="list-style-type: none"> •Change Leadership •Vision and Strategic Thinking 		<ul style="list-style-type: none"> •Flexibility •Global Perspective •Organizational Awareness
 <p><i>Maximizing Performance Results</i></p>	<ul style="list-style-type: none"> •Analytical Thinking •Decision Making 	<ul style="list-style-type: none"> •Customer Focus •Planning and Organizing •Thoroughness 	<ul style="list-style-type: none"> •Forward Thinking •Results Orientation
 <p><i>Building Trust and Accountability</i></p>	<ul style="list-style-type: none"> •Ethics and Integrity •Personal Credibility 		
 <p><i>Promoting a High Performance Culture</i></p>	<ul style="list-style-type: none"> •Fostering Diversity •Workforce Management 	<ul style="list-style-type: none"> •Developing Others 	
 <p><i>Building Coalitions</i></p>			<ul style="list-style-type: none"> •Influencing Others •Relationship Building

Sample Leadership Competency

3. Fostering a Team Environment: Team Leadership

	Fostering a Team Environment			
	First-Level Supervisor	Second-Level Supervisor	Manager	Executive
Team Leadership <ul style="list-style-type: none"> •Sets team structure •Organizes, leads, and facilitates team activities •Promotes team cooperation •Encourages participation 	<ul style="list-style-type: none"> •Establishes and communicates team roles, responsibilities, goals, and deliverables •Facilitates internal team discussions to encourage participation and enthusiasm •Identifies team ground rules and creates an environment of respect for team members •Manages team goals effectively, monitors performance, and recognizes positive individual and group performance 	<ul style="list-style-type: none"> •Monitors and communicates team activities and recognizes impact on stakeholders •Proactively solicits participation from team and stakeholders to create a positive and supportive environment •Communicates importance of teamwork and respect, and recognizes effective cooperation •Provides frequent and candid performance feedback to close gaps; celebrates successful performance 	<ul style="list-style-type: none"> •Communicates progress to stakeholders; anticipates team challenges and plans contingencies •Engages internal and external team members to manage conflicts and celebrate successes •Serves as a role model in promoting teamwork and respect within both internal and external teams •Leads teams in tackling the toughest challenges, closely manages performance, and celebrates successes 	<ul style="list-style-type: none"> •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
Proficiency Level	Skilled	Advanced	Advanced	Advanced

Behavioral Interview Guides

What is Behavioral Interviewing?

- Interviews in which questions are designed for the candidate to give specific information on how he/she has handled or reacted to situations in the past that are likely to come up in the job for which you are recruiting.
- Based on the premise that past behavior is the best predictor of future behavior

What is the purpose of the Behavioral Interview Guides?

- Designed to assist hiring supervisors, managers and executives hire the right person for the right job by focusing on the general Leadership Competencies in the State of California Leadership Competency Model.
- There is a Behavioral Interview Guide for each Leadership Level (First Level Supervisor, Second Level Supervisor, Manager, Executive)
- The questions are designed to elicit examples of past behaviors that are similar to the successful behaviors described in the Leadership Competency Model for each Leadership Level.
- With the assistance of department Human Resources staff, may be customized to add job specific, organizational and technical competencies.

Benefits of Behavioral Interview Guides

- Effective – Based on competencies and behaviors that have been determined to be critical for successful job performance by supervisors, managers and executives throughout State Service
- Efficient – Hiring managers, supervisors and executives do not have to recreate the wheel to find questions that elicit past behaviors similar to the successful behaviors in the Leadership Competency Model
- Can be customized to focus on the most important job specific general competencies and to add technical and organizational competencies
- Help employers hire the best person for the job
- Allow employees to become more productive more quickly
- Allow employees to require less initial training and development

How to Use the Behavioral Interview Guides

Steps for Using the Behavioral Interview Guides



Review the Job Description

- Identify which Leadership Level on the Leadership Competency Model corresponds with the vacant position and select the corresponding Behavioral Interview Guide
- Identify the most important general competencies for successful job performance



Select Interview Questions

- Review the potential behavioral interview questions and successful behavioral indicators for the most important general competencies.
- Select the behavioral interview questions that will elicit the most important behaviors required for successful performance in your job.



Add any Organizational or Job Specific Technical Competencies and Questions

- Work with departmental Human Resources Staff to add any job related organizational or technical competencies and questions based on the job description.
- Work with departmental Human Resources Staff to identify the successful and non responsive behavioral indicators for the Organizational and Technical Questions prior to the interview.

Do Not Forget The Reference Checks!

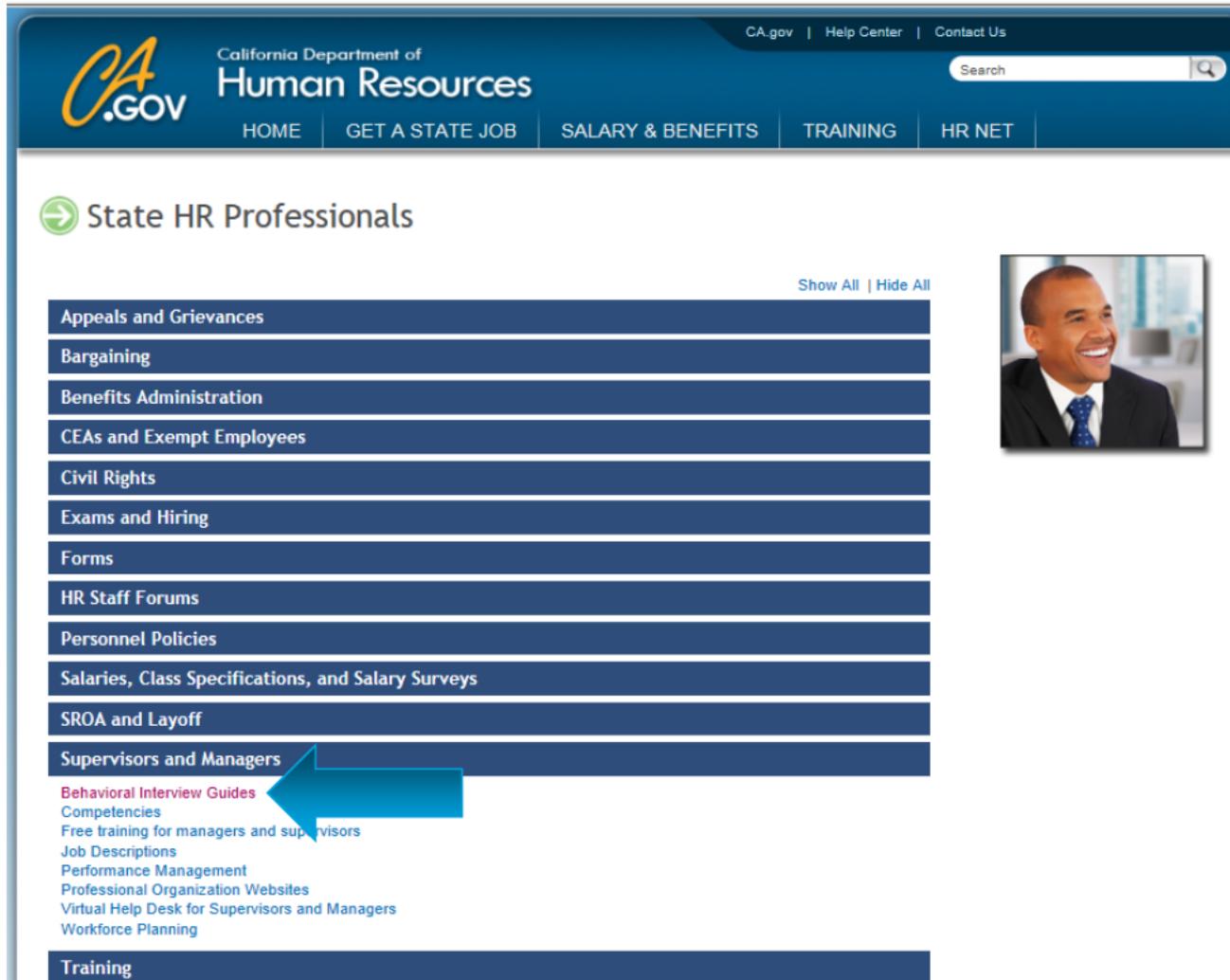
- Behavioral Interview Guides Do Not Work without Behavioral Based Reference Check Questions -
See Virtual Help Desk for Supervisors and Managers – For Samples



Where to Get the Behavioral Interview Guides

Location of Behavioral Interview Guides

- The Behavioral Interview Guides are located at:



The screenshot shows the California Department of Human Resources website. The header includes the CA.GOV logo, the text 'California Department of Human Resources', and navigation links for HOME, GET A STATE JOB, SALARY & BENEFITS, TRAINING, and HR NET. A search bar is also present. The main content area is titled 'State HR Professionals' and features a list of categories. A blue arrow points to the 'Behavioral Interview Guides' link under the 'Supervisors and Managers' category. A portrait of a man in a suit is visible on the right side of the page.

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- Civil Rights
- Exams and Hiring
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- HR Staff Forums
- Personnel Policies
- Salaries, Class Specifications, and Salary Surveys
- SROA and Layoff
- Supervisors and Managers
 - Behavioral Interview Guides**
 - Competencies
 - Free training for managers and supervisors
 - Job Descriptions
 - Performance Management
 - Professional Organization Websites
 - Virtual Help Desk for Supervisors and Managers
 - Workforce Planning
- Training

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- [First level supervisor](#)
- [Second level supervisor](#)
- [Manager](#)
- [Executive](#)

Below the list, text states: "For additional information on behavioral interviewing and how to use these interview guides, view the [Power Point presentation](#) provided at the State Training Officers meeting on January 11, 2011." Another line says: "See also the [Guide on Preparing to Become a First-Level State Supervisor](#)." At the bottom left, it says "Updated 5/14/2014".

Sample Behavioral Interview Guide

- Here is a sample of one of the Behavioral Interview Guides:

First Level Supervisor



Q & A

Thank you!