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RECRUITMENT/SELECTION/ONBOARDING SUPERVISORS' GUIDE

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INTRODUCTION

The County aims to be an employer of choice, recruiting and retaining top talent. The County strives to create a positive work environment where staff is informed, engaged, and continuously improving. Strong relationships with department heads, managers, supervisors, and coworkers are equally as important. The foundation for this environment starts with an effective recruitment and selection process and a comprehensive formal onboarding process.

This document is intended to provide managers and supervisors guidance with employee recruitment, selection, and onboarding. Included are some of the essentials, County Mission Statement, Pillars of Success, Standards of Service Excellence, EEO, Diversity, and Inclusion.

Use the information, resources, and tools as a framework to successfully hire and develop new employees.

Why is this Important?

Turnover is expensive from a time, productivity, cost, and delivery of service basis. It takes time to develop a strong team. Finding the right person and our being committed to ensuring that our employees are engaged and invested with their coworkers, division, department, and the County strategic initiative is critical.

COUNTY MISSION STATEMENT

“The mission of Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high-quality programs and services in a courteous and fiscally prudent manner.”

PILLARS OF SUCCESS

The framework for identifying the core priorities and establishing overall goals and objectives are based on a foundation of the following five Pillars of Success.

County Pillars



STANDARDS OF SERVICE EXCELLENCE

In Waukesha County, we commit to the highest levels of customer service. Our team is dedicated to serving all customers by living our core values, standards of service, and behaviors of excellence.

Teamwork & Collaboration

Committing to working constructively with team members, to produce excellent results.

- Collaborate with an open mind
- Respect the ideas of others
- Seek mutually beneficial solutions
- Display confidence in self and colleagues

Innovation

Being open to the possibilities of new concepts, processes, and procedures that have the potential to positively benefit our customers, both internal and external.

- Educate internal and external customers
- Be creative to solve problems
- Share resources from outside our organization
- Foster an environment that encourages new ideas

Efficiency & Cost Savings

Providing cost effective service to those we serve, while maintaining accuracy and timeliness.

- Engage in quality assurance reviews
- Be mindful of time and expenses
- Welcome suggestions for improvements

Communication

Conveying information in a way that meets the needs of all individuals.

- Share appropriate information openly
- Actively listen and share information while being clear and descriptive
- Inform and encourage feedback from colleagues

Ethics & Diversity

Cultivating and maintaining trust and accountability through transparency, honesty, and respect.

- Value a diverse population
- Seek opportunities to be inclusive
- Show appreciation for individual experiences
- Maintain professional conduct

Well-being

Supporting and promoting the health and safety of all individuals.

- Seek support in tough situations
- Commit to safety and awareness of environment
- Foster self-care and professional growth

RECRUITMENT AND SELECTION

COUNTY EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

Waukesha County is committed to equal opportunity and nondiscrimination in employment, and to actively implement all Federal, State and County Equal Employment Opportunity laws, policies, plans, rules, regulations and ordinances. The County recognizes and accepts its important leadership role in providing for equal employment/service opportunities. It is the express policy of Waukesha County to promote equal employment opportunity among all who are employed by Waukesha County and who seek employment with Waukesha County.

COUNTY DIVERSITY STATEMENT

Waukesha County is committed to building a diverse staff through employment and promotion to ensure a high-achieving workforce by reflecting human diversity, recognizing and developing the talents of each individual, and improving opportunities for protected groups. Waukesha County embraces and celebrates human diversity, including innovative views and ideas, and provides an inclusive and flexible work environment that values differences, treats applicants and employees with respect and dignity, and motivates employees to do their best. Providing County citizens with a diverse workforce, reflective of the County's composition, will enhance the vision and mission of the County.

DIVERSITY AND INCLUSION

— MANAGEMENT RESPONSIBILITIES

Waukesha County's Diversity and Inclusion Plan sets forth responsibilities and steps in implementing the Equal Employment Opportunity Policy and the Diversity and Inclusion Policy of Waukesha County. Ensuring the effectiveness of the Plan is a shared responsibility. Outlined below are some of those shared responsibilities. The Diversity and Inclusion Plan is accessible at several locations: County Intranet Site, Policy and Procedures, and on the jobs page of the County's Internet site.

DEPARTMENT HEADS

1. Take a leadership role in embracing workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to EEO and diversity and inclusion and their responsibilities under these policies.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Communicate with the County Executive and Human Resources Manager regarding complaints of discrimination and assist in the development and implementation of positive action to correct said problems and situations.
6. Support an employee who comes forward with a discrimination complaint.
 - a. Ensure the employee knows the department will take the matter seriously.
 - b. Obtain basic information and facts.
 - c. Advise employees that you will inform County management so that the matter can be investigated fully and completely.
 - d. Contact someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issues may be reviewed.
 - e. Ensure the employee that retaliation in any form as a result of their bringing a matter to the attention of management will not be tolerated.

SUPERVISORS

1. Take a leadership role in embracing workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to diversity and EEO.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Communicate with the County Executive and Human Resource Manager regarding any issues or barriers to diversity and inclusion and assist in the development and implementation of positive action to correct said situations.
6. Ensure that employees under their direction do not engage in the discrimination or harassment of any employee who may be hired, transferred, or promoted as a result of the County's commitment and efforts to implement this policy.
7. Be supportive of employees who approach them with a discrimination complaint:
 - a. Ensure the employee feels supported and understands the supervisor will take the matter seriously.
 - b. Obtain basic information and facts.
 - c. Advise employees that the supervisor will inform County management so that the matter can be investigated fully and completely.
 - d. Contact someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issues may be reviewed.

WAUKESHA COUNTY HIRING PROCESS

Internal Department Guidelines

- Is there funding in the budget to fill this position?
- Does this position need to be held open to meet department vacancy and turnover target?
- Do I have authorization to fill this position?
- Do I know what the position number is for the vacancy?

Recruit

- Will position be posted internal only? Externally?
- Use Job Aid: “Job Requisition Creation in Workday” to create the job requisition and job posting content.
- The full salary range will be included on the job postings. Check in with department financial analyst to determine hiring salary range within the assigned broad salary range and consider adding that to the posting.
- Identify sources for publicizing position such as industry/trade organizations.
- Consider sharing the job posting with your LinkedIn, Facebook and/or Twitter social networks by accessing the job posting once it is live and sharing it.
- Develop a recruitment timeline--will there be a formal application deadline, or will recruitment be open-ended based on applicant pool?
- Identify which supervisors are to receive applications for review/screening. Be mindful of the Workday inbox tasks that will display for all throughout the recruitment.

Applicant Screening and Pre-Interview Process

- Develop job-related criteria for screening applications. What are the skills and behavioral competencies needed for the position? Review criteria with all screeners to ensure consistency in ratings.
- Identify potential candidates based on your developed screening criteria. Does the applicant’s background just meet stated qualifications, or does it exceed? What other qualities will you look for in an applicant - stable work history, career progression, etc.?
- Identify Interviewers — Select a diverse interview panel involving individuals of varying backgrounds from the following groups, such as: Manager/Supervisors, Cross Departments, HR Analyst, Peer/Coworker, outside subject matter expert, others?
- Identify how and when applicants will be evaluated after the interview. Will each interviewer use a form for evaluations, or will all the interviewers complete one form jointly? Workday can accommodate both options.
- Determine interview process.
 - Telephone screen?
 - Team or panel interview?
 - One interview or multiple interviews?
- Schedule a pre-meeting with the interview panel to ensure understanding of specific job duties and requirements, department expectations and to have an understanding of the what the ideal candidate would look like for the position.

Interview Process

- What are the skill-based competencies of the position? What are the behavioral-based competencies of the position? Develop interview questions that focus on required competencies. ([See Appendix A—“Sample Interview Questions by Competency”](#))
- Discuss with interviewers the range of acceptable answers to the questions as well as the interview logistics (who is providing the introduction, which interviewer is asking specific questions, etc.)
- Ensure all questions are job related and do not result in soliciting responses related to age, gender, disability, race, sexual orientation, national origin, marital status, arrest or conviction, or religion. (See [What You Can and Cannot Ask In An Interview](#) and [Fair Hiring and Avoiding Discriminatory Interview Questions](#))
- Prepare an interview questionnaire and how the interview responses will be documented. Be consistent and ask all candidates the core interview questions. Do not hesitate to ask follow-up questions or additional questions that are specific to a particular applicant.
- Review the application / resume with candidate to ensure all gaps in information are closed, i.e., dates of employment, reasons for leaving, supervisors, current and expected salary.
- Discuss candidates with interview panel if applicable and reach consensus on ranking and candidate preference. Scoring can be done by all of the interviewers in Workday or one interviewer could put in the panel’s combined rating/comments.
- If upcoming vacancies are expected in the near future and you’ve identified a number of high-caliber candidates that may be suitable for future employment, evaluate the need for creating a Standing List. If you wish to proceed, contact your Analyst who will work with you to create the Standing List in Workday. Future vacancies within the identical classification and department can then be filled from this roster for a defined period of time without having to repost the position. Ensure notification to the candidates being placed on the Standing List, including details about its approximate expiration.
- Assemble interview notes and retain in recruitment file for a minimum of three (3) years plus current year (total of 4 years) from date of interview. If you have paper files, you will maintain those. If you upload all of your documents into Workday, the documents will remain in Workday until HR purges them according to the records retention policy.

Criminal Background/Driver License Checks

- A criminal background check must be conducted for all classifications being hired for, including political appointments, prior to scheduling candidates for second interviews or prior to making an offer of employment.
- For internal candidates, background checks are only required if the internal candidate would be moving into a department that requires additional checks. Those departments include: Sheriff’s Department, Department of Emergency Preparedness, DOA – IT Division, DPW-Facilities Division, Health and Human Services or District Attorney.
- For external candidates, the hiring manager will request the background check in Workday.
 - For most positions, the hiring manager will select the HR/Caregiver Background Check option in Workday.
 - Certain classifications within Emergency Preparedness, the Department of Administration’s Collection Services and Information Technology Divisions, the Department of Public Works Facilities Management Division, and the Department of Health and Human Services, require an additional extensive background check to be performed by the Sheriff’s Department prior

to making an offer of employment. (See [2454 of the Recruitment and Selection Policy](#)) For these positions, select the Sheriff Department Background Check in Workday.

Reference Checks

- Work References should be conducted with immediate or direct supervisors. Reliance on an applicant's personal references is not recommended.
- Regardless if a candidate expresses they do not want their current employer contacted, the hiring manager should always verify employment. This can be accomplished by advising the candidate the last step in the County's hiring process is to verify employment with their current employer. The hiring manager provides the candidate an opportunity to have a conversation with their supervisor and/or alert them that they will be receiving a message generated in Workday.
- Once you select the Reference Check stage in Workday, the candidate will receive a message to provide at least two (2) professional references which could be a current or former supervisor, HR Department or Mentor/Coach. You will also be able to access the names and contact information for those they provide as references and you will be able to contact them directly if you wish to. All references can be documented in Workday.
- If the applicant served in the military, obtain a copy of their DD Form 214 (certificate of release or discharge from active duty); if indicates a dishonorable discharge, consult with your assigned HR Analyst.

Pre-Job Offer

- Prior to making a conditional offer of employment a criminal background check and driver's license must be conducted by HR.
- Determine appropriate salary offer and enter the offer amount into Workday. The offer information will be sent to your HR Analyst for their review and approval. (NOTE: If the salary offer is above the mid-point of the range, approval must be obtained from the HR Manager prior to extending the job offer; this approval process will take place in Workday.)
 - Considerations should include internal equity, position in range relevant to applicant's skills, knowledge, and experience, candidate's current salary and expectations, hard-to-fill position, and/or unusual schedule.
- If the candidate is a relative of a current employee and is indicated in their Workday application, approval from the HR Manager is required. This will route through a Workday approval process if the candidate is a spouse, child, sibling, or a parent of a current employee. Once all approvals have been received, you can proceed to the next step.

Job Offer—Conditional Offer

- Communicate the offer verbally to the candidate; include starting salary, proposed starting date, and other conditional offer contingencies (e.g., participating/passing post-offer testing such as a drug/alcohol screen and physical examination). ([See Sample Emails and use to guide your discussion.](#))

- Follow up the verbal offer with the offer letter generated in Workday. Please note that the Workday offer template is completely customizable. It offers some suggested areas that may not apply to your hire. Please delete what isn't needed.
- For internal promotions, demotions or transfers, coordinate the start date and any considerations related to the employee's paid benefit time (compensatory time and/or banked holidays) with the employee's current supervisor. (Note: per Policy, the effective date needs to be a Saturday even if the employee is not physically working in your area until Monday.)
- The candidate will be provided with the offer letter, benefits summary and list of acceptable documents for the I-9. You are also able to upload any other documents that you wish to share.
- The candidate will be able to accept or decline the offer in Workday.

Closing Out Recruitment

- Notify HR Analyst of candidate accepting position and relevant information such as start date and salary.
 - In Workday, move the candidate to 'Ready for Hire'.
- Other active candidates will be automatically notified that the position has been filled.
 - For internal candidates best practice is to provide the notification in person or via telephone before the email would be sent from Workday.
- Prepare internal announcement of candidate selection ([see Sample Email to Department after Acceptance](#))
- Begin pre-onboarding activities in Workday and via your onboarding processes ([See Onboarding Activities Checklist](#))

ONBOARDING

INTRODUCTION

Onboarding: Integrating and acculturating new employees into the organization and providing them with the tools, resources, and knowledge to become successful and productive. Onboarding engages employees beginning with the acceptance of the job offer and continues through the first six months of employment.

Orientation: An overall introduction to the organization done in person to review basic policies and benefits information.

An effective onboarding program includes both Organization and Department specific activities. The goal is to quickly engage newly hired staff prior to their beginning work for the County and to build upon that engagement over their first 6-months of employment.

It is important for new employees to learn and understand the County Standards for Service Excellence, County-defined strategic pillars, as well as benefits and key County policies and procedures.

OVERVIEW OF PROCESS

The outline below is a summary of the onboarding framework and roles and responsibilities. The onboarding process should be designed to support the County's initiative to enhance our Strategic Planning and Continuous Improvement efforts.

FRAMEWORK

1. Each department develops, monitors and maintains a documented onboarding process for its new employees
2. Each onboarding process begins with the acceptance of the job offer and spans the first 6-months of the new hire's employment
3. Before start date, each new employee receives an email containing first day expectations and basics
4. All new employees meet with their supervisors (or designee) on the first day of employment
5. Each new employee is assigned a peer partner to answer questions and provide support
6. Supervisors provide ongoing check-in meetings
7. All new employees have the opportunity to provide feedback regarding their onboarding experience

TIME PERIOD-MILESTONES FOR ONBOARDING ACTIVITIES

1. Prior to Start/Pre-Boarding
2. 1st Day
3. 1st Week
4. 30 Days
5. 90 Days
6. 180 Days

ROLES AND RESPONSIBILITIES

Department Heads

1. Share the department's mission
2. Set the strategic direction for the department
3. Share Standards of Service Excellence
4. Connect new hire's role with mission, strategic pillars, and Standards of Service Excellence
5. Support the development of department specific onboarding processes and activities

Supervisors

1. Take the lead on onboarding processes using [Onboarding Activities Checklist](#) and using Workday tasks related to onboarding your new employee.
2. Implement pre-boarding basics
3. Select an onboarding mentor for the new hire ([see Appendix B – Onboarding Mentor](#))
4. Make the first day and first week on the job special
5. Connect new hire to co-workers
6. Connect new hire to resources and support necessary for them to perform their job
7. Accommodate employee's attendance at new employee/benefit orientation and other meetings regarding benefits
8. Communicate new hire's role and responsibilities and connect to mission and strategic plan
9. Reinforce Standards of Service Excellence
10. Set expectations and clear goals
11. Monitor performance and provide formal and informal feedback throughout the onboarding timeframe
12. Use milestones such as 30, 60, 90, and 180 days on the job and up to one-year post-hire to check in on progress and provide feedback (See [New Employee 30 Day New Hire Questions](#) and [New Employee 90 Day New Hire Questions](#))

Human Resources

1. Process essential new hire paperwork ([e.g., I-9](#)). While HR processes the paperwork, you must bring your new hire to HR within their first 3 days so that we can verify their I-9 documents that show eligibility to work in the United States
2. Provide an overall introduction to the County to review basic policies, procedures, and benefits information and obtain pledge form in Workday
3. Introduce Standards of Service Excellence and obtain pledge form via Workday
4. Educate and enroll new hire in benefits
5. Conduct and collect feedback from new employees about their onboarding experience at 60-, 90- and 180-day intervals (see [Appendix C – 60-day](#), [Appendix D – 90 day](#), or [Appendix E – 180 day](#))
6. Inform and encourage onboarding enhancements and additional training and support resources

Onboarding Mentor – can be assigned via Workday

1. Welcome new hire
2. Provide introductions
3. Conduct frequent check-ins
4. Assist new hire with “learning the ropes”
5. Serve as a resource or connects new hire with resources to answer specific questions

TOPICS COVERED IN NEW EMPLOYEE BENEFITS ORIENTATION

- Organizational Structure
- Standards of Service Excellence
- Continuous Improvement/Lean
- Health & Wellness Center Services
- Employee Assistance Program
- Health Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Health Savings Account
- Sick Leave
- Vacation
- Holidays
- Funeral Leave
- Paydays, Direct Deposit, Deduction Schedule
- Wisconsin Retirement System
- 457 Deferred Compensation and Roth IRA Plan
- Health Savings Account
- Flexible Spending and Dependent Care Accounts
- Salary Administration
- Performance Evaluation
- Training Programs and Resources
- Tuition Assistance

Workplace Policies Distributed- Key Points Addressed

- AODA / AODA CDL
- Diversity and Inclusion
- Workplace Harassment
- Email
- Social Media
- Dress Guidelines
- Vehicle Use Policy
- IT (email, social media, security, mobile devices)
- Zero Tolerance Workplace Violence
- Ethics Code
- Controlled Access
- Leave Options: FMLA, Extended Illness, Personal, Wisconsin Bone Marrow and Organ Donation, Military, Conditional, and Educational

RESOURCES



APPENDIX A

SAMPLE INTERVIEW QUESTIONS BY COMPETENCY

Good interview questions comprise of behavioral based technical and general questions to get an overall picture of a candidate's qualifications. The following is a list of sample questions (and follow up exploratory questions) that can be used as a starting point and should be modified to fit a specific job or position.

General/Job History

- Describe a typical day in your current job.
- What interests you about this position?
- In your current position, what positions report to you?
- What do you like to do at work? What do you not like to do at work?
- What type of work environment do you thrive in? What type of management style do you enjoy working with?
- Describe a job-related accomplishment you are most proud of.
- What are the biggest pressures you face in your current position? How do you manage them?
- List your 3 top technical skills.
- Can you tell me in general terms how your technical skills meet the requirements of this position? What specific areas do you need to come up to speed?
- What specific areas (related to the position) do you consider yourself the most knowledgeable? What areas have you had less experience or do not feel as comfortable with?
- What has given you the greatest sense of achievement at work and why?
- What attracts you to this industry?
- What are your short and long-term professional goals?
- What do you know about our organization?

Closing Questions

- What is one thing I should know about you that I have not asked?
- What could you bring to this position that other candidates could not?
- What do you hope to find in our organization that you do not have now?
- What is the best thing a previous employer did that you wish everyone did?
- On a scale of 1-10 with 10 being high, how badly do you want this position and why?

Adaptability/Flexibility

Flexible style. Receptive to change. Changes approach or method to best fit the situation. Adjusts with ease. Manages competing demands.

- What is one of the most challenging changes you have faced at work? How did it impact you? What was the outcome?
- What is the most difficult or frustrating part of constant change for you? How have you coped with it?
- Tell me about a time when you faced a significant challenge working with people from a different department? What actions did you take?
- How would you rate yourself in terms of being flexible in your style? Can you give an example of when you were flexible and when you were not? What was different about the circumstances?
- Tell me about a situation where you were under a great deal of pressure because of numerous demands competing for your time and attention. How did you resolve the situation?
- Tell me about a time when you had to deal with changes in organizational direction that impacted your work. How did you respond?

Analytical/Detail-Oriented

Collects and researches data. Synthesizes complex or diverse information. Creates tools to analyze information to support business decisions. Thoroughly reviews work and fixes mistakes quickly.

- Describe a task/project you completed which required a substantial attention to detail. How did you decide what to do first? What obstacles did you face? What was the final result?
- Give me an example of a time when you used tools such as survey, research, or statistics to define and resolve a problem.
- Give me an example of a workflow or procedure improvement you made. Who else was involved and how did you implement it?
- We all have had times when we have found an error in our work only after it became a problem. When have you found yourself in this situation? How did you resolve the situation? What steps did you take to prevent errors from reoccurring?
- There are times when we inadvertently let details “slip through the cracks.” Tell me about a time when this happened to you. What was the cause? What were the results?
- Please describe a project you worked on that required you to synthesize complex information. How did you do it?
- Describe the metrics to which you are held accountable. Why were these metrics chosen?
- How do you analyze and use information and data to support business decisions?

Assertiveness

Communicates directly and honestly while demonstrating self-respect and respect for others.

- Give me an example of a time when you confronted a negative attitude successfully.
- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.
- Tell me about a time when you successfully challenged another's idea.
- Describe a time when you communicated something unpleasant or difficult to your manager. How did you assert yourself?

Business Acumen/Knowledge

Aligns work with strategic goals. Knows how business works. Demonstrates knowledge of current business practices and future trends. Knows the competition.

- How do you ensure that your work and goals are aligned with corporate or strategic goals? Tell me about a time when you had to pay particular attention to this.
- How would you describe the market conditions under which your previous company operated?
- What global factors impacted your previous company's business? How did you know?
- In your current role, what is the interaction or impact of your responsibilities on marketing, budget, finance, and other areas of the business?
- Describe a situation where you successfully articulated the value proposition of a specific aspect of the business.
- Describe a decision you had to make that had a significant financial impact on the organization. How did you go about it?

Business Acumen (Related to Financial Knowledge)

Understands how organizations make money and the impact of his/her own role on profit and loss. Exercises sound judgment in decision making regarding expenditures.

- Describe your experience with both short- and long-range financial planning.
- How does your company make money? What are some of the variables that need to be aligned for this to happen?
- Walk me through the process you use to make sure you are making sound judgments in decision making regarding expenditures?
- Give me an example of a time when you had to reduce expenses. How did you determine where to cut costs? What was the impact?
- Give me an example of a time when you directly contributed to the profits of an organization.
- Tell me about a time when you had to deny an expense request for budgetary reasons. How did you handle it?
- Tell me about a time when it was difficult to stay within your approved budget. What was the result?

Change Management

Establishes structures and processes to manage change. Communicates change effectively. Monitors transition and evaluates results. Prepares for change and builds commitment.

- Change is inevitable in the workplace. Describe a past event in which you helped to facilitate change in your organization. What process did you use to evaluate the impact or results of the change? How did you prepare and support employees impacted by the change?
- Tell me about a time when you were opposed to a change that affected your work practices. How did you get through it?
- Tell me about a recent time when you needed to introduce a new idea or procedure to people on the job? What was the situation and how did you handle it?
- Describe for me the latest change you have implemented on your job or work team.
- Describe for me the most difficult change in the workplace that you needed to deal with. How did you overcome resistance?
- Tell me about a situation where you needed to adjust quickly to a significant change in team or department priorities? What did you do? What was the outcome?
- As you have changed from role to role throughout your career, how have you modified your behavior to deal effectively with changes in the work environment? Give a specific example.
- Describe a past event in which you helped to facilitate change in your organization.

Coaching

Engages in discussions to promote developmental insight and planning. Provides candid, timely, and supportive feedback. Generously offers to share own experience and expertise.

- What does coaching mean to you? Describe a recent example that demonstrates how you engaged in a coaching discussion.
- What is your approach to coaching? Give me an example of a coaching situation you have been involved in.
- Describe when a coaching opportunity was successful/not successful. What made it successful/not successful?
- When have you shared your own personal experience and expertise in a coaching situation? Describe.
- Tell me about a recent time you had to coach an employee to perform a task.

Collaboration/Consulting

Enlists active participation of others to solve problems. Works collaboratively to develop possible solutions and provide guidance to others in analyzing and solving problems.

- Give me an example of how you involve employees.
- Tell me about a time when you worked with people outside your work group to get information or ideas. What did you do? What was the outcome or result?
- Tell me about an experience when people outside your work group asked for your help in solving a problem or meeting an objective. What did you do? What was the result?
- When circumstances are more difficult (i.e., tight deadline, lay off, labor negotiations, pulling a team together quickly)? Walk me through an example of how you worked with others to solve those difficult circumstances.
- Give me an example of when you were able to successfully communicate with another person in your department even though that individual may not have personally liked you (or vice versa).
- Describe an example where you enlisted active participation of others to solve a problem.
- Describe a high-pressure work situation and how you handled it. Tell me what happened, who was involved and what you did in terms of problem solving.
- How is consulting different from directing? Provide an example of a time when you have done both.
- Describe a time where you were sought out as a "consultant" or resource.

Communication (verbal and written)

Effective and clear expression when presenting ideas or information, with verbal or non-verbal communication.

- Give me an example of a time when circumstances changed the way you needed to communicate to others. What did you do and how did you do it?
- To get our points across, we sometimes need to use differing approaches when talking with different types of people. Talk to me about a time when you have done that successfully.
- Tell me about a time when you had to give instructions to another person who was having difficulty understanding. What did you do?
- Do you tend to take an observer/listened role or be an active participant in meetings? Tell me about a time when your preferred style worked well and a time when it did not.
- Describe an example of when you have been called upon to present in front of a group. How did you prepare? Was the presentation a success? How could you tell?
- Tell me about a time you could not answer a question posed in a group. How did you respond?
- Give me an example of the types of writing that is required of you in your current position. How do you go about beginning the writing process?
- Tell me about your proudest writing achievement. What made that product special?
- How do you ensure that your writing is clear and informative? Give me a specific example.
- Describe your experience in editing others' documents or reports. Give a specific example of a complex document you had to edit for someone else and what steps you took.
- Tell me about a recent time when an e-mail or verbal conversation was misinterpreted by your team or employees. What was the situation and the outcome?
- Tell me about a recent success you had with an e-mail in communicating with your team or employees. What was the subject and how did you communicate it?

Communication (Related to Communicating Direction)

- Tell me about a time when you did not agree with a direction given to you. How did you address this?
- Give me an example, from your past work experiences, about a time when you were part of a project or team, and you never knew what was happening with the other action items or participants. How did you handle this?
- Describe a recent time when you needed to withhold information from your team or direct reports. What was the situation and how did you handle it?
- Describe a recent time when you were the bearer of bad news to your team or employees. What was the situation and how did you handle it?
- Describe a recent time when you heard through the grapevine information which was untrue or classified. What was the situation and how did you handle it?
- Have you ever been in a position where you worked for more than one manager? Tell me how you prioritized and communicated your work.

Composure

Responds to information and situations in a self-controlled manner.

- Give an example of when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle that person?
- Describe a situation where you became defensive. How did you regain control of your defensiveness?
- Describe a situation when information was shared with you that was unexpected. How did you react to it?
- Describe a time when you received feedback you did not agree with.
- Describe a time when you needed to react to an emergency situation. How did you respond? What was the result?
- Describe a situation when it was more difficult for you to maintain self-control.
- What has been the most difficult criticism for you to receive?
- What do you do when you think someone is not listening to you? Give me an example of a time when that happened.

Composure (Related to Interaction with Higher Level Management)

Identifies the priorities of upper management and when it is appropriate to inform, update, or share information. Presents self in a professional manner. Exhibits comfort and confidence in interactions.

- As a manager, one must "communicate up" and "communicate down." What do you see as the difference? Describe a recent example of when and how you have done both.
- In your current role, under what circumstances do you interact with higher-level management?
- How do you determine what information and when it is time to update upper management?
- Do you communicate differently with upper management than with your team or peers? Why or why not? Give an example.
- Describe your professional demeanor. What makes you effective in this regard? Give an example.
- In your role as a senior manager, how have you communicated with your peers to maintain open communication? What types of interactions do you have within this group—formal versus informal?
- Describe a time when you worked effectively with executive-level management.
- What sort of impression do you think you have made with your executive-level management team? Why do you say that?
- Describe a situation where you gave advice to management that was not well received? How did you handle it?

Conflict Management

Identifies sources of conflict and methods of management and chooses appropriate techniques to resolve issues.

- In what ways have you successfully unified a group at work despite conflicts?
- Describe a time when you confronted a supervisor/manager when he or she was wrong?
- Describe a specific example when you have resolved a conflict you had with another person and how you handled it.
- Describe a time when you were in a meeting or situation when a newer person conveyed incorrect information. How did you correct the situation?
- We all have different ways of doing our work, with different styles of communication and work habits. Tell me about a time when you had a disagreement with a coworker, direct report, or supervisor and how you handled it.
- Tell me about the last time a coworker asked you for help at a time when you were very busy with work of your own. What was the situation? What did you do?
- Describe for me a recent time when others you were working with on a project or job disagreed with your way of working? What did you do?
- Tell me about a recent time that you did not work well with a supervisor. What was the situation and outcome?
- I would be interested in hearing about a miscommunication you had with a peer and how you resolved it.
- Tell me about a difficulty you encountered in working with another department. What did you do to improve the situation?
- Tell me about a conflict situation in the workplace that you handled well/did not handle well.

Creativity/Innovation

Generates original thinking and creative solutions. Possesses ability to think “outside the box.” Comes up with new ideas and approaches not readily apparent or previously tried that enhance the organization's systems or products. Generates suggestions for improving work.

- Describe the most innovative idea you had.
- Give me an example of how you came up with a unique and novel solution to a problem.
- Tell me about a time when you thought “outside the box” on a project.
- How have you used creativity to solve a problem? Tell me about a specific instance.
- Describe a problem you had that required a creative solution that had not been tried before. What was the outcome?
- Tell me about a project or process that you personally designed. How did you get feedback and how did you apply it?
- Tell me about a recent situation in which the “typical” way of doing things would not work. How did you solve the problem?
- What is the most innovative thing you have done in the last six months? Why did you go this direction? What was the driving business need?
- Tell me about a work improvement that you developed and implemented. Walk me through the steps.
- Give me an example of an idea you had for improving your organization’s products or processes.
- How do you know that you are targeting the right areas for innovation? Give me an example of a time when one of your insights or innovations was well received by others.
- The person in this position needs to be proactive and innovative. Describe some things you have done to demonstrate these qualities.

Critical Thinking

Disciplined thinking that is clear, rational, open-minded, and informed by evidence. Examines assumptions. Reflective thinking by applying, analyzing, and synthesizing information.

- Tell me about a recent quick decision you made that you are proud of/not so proud of.
- Describe for me a recent time when you needed to make a job-related decision but did not have all the information you needed. How did you go about completing the task?
- Tell me about a recent time when you approached a job or task in a completely different way than it had been done in the past.
- Tell me about a recent situation when you were given job instructions and you were unable to comprehend the instructions. How did you go about completing the task?
- When a decision is needed what process do you use to come to the right response?

Customer Focus

Builds effective relationships with customers. Identifies customer expectations. Offers practical solutions to problems. Manages difficult customer situations. Meets commitments. Responds to requests for service and assistance.

- How do you go about understanding the expectations of your customer—internal and external? Walk me through an example with an actual customer.
- Describe a time when you successfully handled a customer complaint.
- Describe for me a recent time when a customer request could not be satisfied. What was the situation and how did you handle it?
- Tell me about a time when you encountered an angry customer. How did you handle it?
- Have you ever had to go the extra mile to satisfy a customer? Tell me what you did and what was the result?
- Give me an example of a time when you went out of your way to please a customer.
- Tell me about a recent time when you put the customer's needs ahead of the company's needs. What was the situation and how did you handle it?
- Give me an example of a time when a customer really tried your patience. How did you handle it?
- What skills or qualities are important for dealing effectively with customers? Give an example of when you displayed these skills or qualities.
- Tell me about your most rewarding customer service experience.
- Tell me about the most difficult customer service experience you have encountered. How did you handle it?
- Give me an example of a time when you were not able to meet a commitment to a customer (internal or external). What did you do?
- What does the term "internal customer service" mean to you? Tell me about a time you demonstrated excellent internal customer service.
- When a customer irritates you, how do you react? Tell me about a time that happened.

Dealing with Uncertainty

Recognizes the need and makes decisions based on available information and known principles.

- When a surprise or unforeseen crisis occurs at work, what is your typical plan of action? Give me an example of an instance where this happened.
- Give me an example where you needed to make a decision quickly.
- Recall a time from your work experience when your manager was unavailable and a problem arose. How did you handle that situation? How successful was the outcome? What did you learn from this experience?
- Tell me about a time when you needed to make a decision without complete information.

Decisiveness/Decision Making Skills

Gathers and analyzes information. Considers consequences and arrives at a timely decision that meets organizational goals. Displays willingness to make decisions. Explains reasoning for decisions.

- What do you find most challenging about making a hard decision?
- Describe how you handled an on-the-job emergency.
- What is a tough work-related decision you had to make? What were the results?
- At times, we may need to interact with a peer who struggles making decisions. Give an example of a time when this has happened and how you approached it.
- Walk through the last big decision you made. What were the circumstances? What were the alternatives? What was the consequence of your decision?
- Tell me about a time when you delayed a decision to have more time to think.
- Describe a decision you had to make when you were really torn between the alternatives. How did you finally decide? What was the outcome?
- Describe a time when you were faced with a decision you did not want to make. What did you do?
- Tell me about a time when you had to make a decision that impacted multiple people. How did you communicate that decision and how was it received?
- It can be difficult to use good judgment when everyone else seems to disagree with your approach. Give me an example of a time when you had to go against the wishes of a group to get something accomplished. What did you do? How did you explain your reasoning? What was the result?
- Do you tend to make decisions quickly and instinctively or more slowly and methodically? Tell me about a time when your method did not achieve the results you expected. What happened and what did you do?

Delegation

Demonstrates appropriate use of the steps of delegation. Uses delegation to develop others, balance workload, and effectively manage time.

- Describe how you set expectations when delegating and how you have monitored progress. Give me an example of a time when this worked successfully/not successfully.
- When delegating, are you more comfortable giving the person to whom you delegated full authority or closely monitoring progress? Give me an example of when this worked well/did not work well.
- How "hands-on" a manager are you? Give me a specific example of your style.
- Describe a time when you had to adjust your work style because the pace was hectic? When the pace was slow?
- Tell me about a time you delegated a task or project to someone and were met with resistance. What did you do?
- Give me an example of a time you recognized another employee for achieving the results you were looking for.

Dependability

Commits to extra hours when necessary to reach goals. Completes task on time. Keeps commitments. Takes responsibility for actions. Notifies appropriate person with an alternate plan.

- Give me an example of a time when you went above and beyond to meet your project goal.
- Describe a situation in which you knew you would not be able to meet a deadline. What did you do?
- Tell me about a time when you had difficulty keeping a commitment. How did you handle it? What was the outcome?
- How do you ensure deadlines will be met? What steps do you use? Give me an example of a time you were under pressure to meet a deadline. What was the outcome?

Diversity/Inclusion

Recognizes and values the diversity and uniqueness of others. Empathetically and respectfully accepts these differences and works cooperatively and sincerely to optimize contributions of all individuals.

- What does diversity mean to you? What challenges come with a diverse work environment?
- Tell me about a time when you had to apply EEO laws or enforce a company EEO policy.
- Describe the most culturally diverse environment you have ever worked in. Tell me about one difficulty you encountered and how you handled it.
- What specific steps have you taken to ensure a harassment-free work environment?
- Describe a situation where you worked with someone you did not like or respect. How did you handle that relationship?
- Give an example that would show that you have been able to develop and maintain productive relations with others, even though there were differing points of view.
- Describe a time when you played an integral role in getting a diverse team to work effectively together.
- How has your education or previous work experience prepared you for collaborating with a diverse population?
- Can you share an experience where you sought to understand and appreciate differing opinions, especially when they were contrary to your own? How did you handle the situation?
- Describe a time when you sought diverse perspectives or alternative information sources to inform a decision. What approach did you take and what was the outcome?
- Share a situation where you worked with someone holding a significantly different viewpoint. How did you handle it?
- In a team setting, how do you encourage and foster an environment where everyone feels valued and included, considering the diverse backgrounds and perspectives of team members?

Can you provide example of actions you've taken to support belonging for all?

Ethics/Integrity

Makes decisions and conducts self-consistent with organizational principles. Follows policies and procedures. Inspires the trust of others. Keeps commitments.

- What do you do when your manager directs you to do something that you know is against company policy and practices?
- When is it okay not to share the whole story or not to disclose all the facts?
- Give me an example of a time when you over-committed yourself. How did you handle it?
- Tell me about a time you were new to a company or work group. What steps did you take to build trust with coworkers and/or staff?
- Describe a time where you had to challenge assumptions or take a position. What was the outcome?
- Discuss a time when your integrity was challenged. How did you handle it?
- We generally recognize that policies and procedures are necessary for workplace efficiency. Tell me about a time when you had to work under a policy or procedure you did not agree with. What did you do?
- Have you ever made a career decision based on ethics or values? What was that decision?
- Have you ever been in a position where you had to decide whether to blow the whistle on someone? What did you choose to do and why?
- Everyone has to bend the rules sometimes. Give me an example of a time when you had to do this.

Facilitation/Presentation Skills

Uses variety of techniques/tools to conduct group discussions and to assist in-group problem solving. Effectively communicates and presents in small or large groups. Prepares well, analyzes audience, and seeks innovative approaches to presenting ideas and materials.

- What techniques do you rely on to successfully conduct group discussion or problem solving? Give me an example of when that has been successful/not successful.
- In facilitating a meeting, tell me about a time you had to alter your approach because your usual method was not effective?
- Describe a time when you were particularly successful in your facilitation skills to achieve the desired result.
- Tell me about a time you were able to draw out a response from a quiet member of the group.
- Describe a time you had to use your presentation skills to influence someone's opinion.
- Describe a time you presented to a resistant audience.
- Describe the best presentation you have ever given and why it went so well.
- In which settings are you most comfortable in presenting? How does your style and comfort vary for large group versus small group presentations?

Facilitation/Presentation Skills (Related to Meetings)

Plans, conducts, and follows up meetings efficiently and effectively.

- What types of meetings do you lead? Do you have a preferred format?
- How do you plan for an effective and efficient meeting?
- Give me an example of a time you tracked and held members accountable for their assignments?
- In a meeting, how do you keep the meeting/players focused and making decisions? Give me an example of when that went well/did not go well.
- In a meeting, how do you get each person to participate? Give me an example of when that went well/did not go well.
- In a meeting, how do you manage contrary opinions? Give me an example of when that went well/did not go well.
- Give me an example of a time when you facilitated a meeting and the discussion got very heated. What happened and what was the result?

Influencing

Presents information, ideas, and suggestions in a way that causes others to listen and consider alternate forms of accomplishing goals and objectives.

- Describe a successful situation in which you persuaded others to follow your lead or accept your suggestion. Why do you think you were effective? Now describe a situation where you were unsuccessful. What were the differences between the two? What did you learn?
- How do you influence your team to achieve the desired results?
- What are the two or three characteristics about your communication or leadership style that allow you to positively influence others?
- Give me an example of how you have sold a good idea to others.
- Tell me about a time when you had to sell an idea to a higher level of management. How did you do it and what was the outcome?

Informing

Selects appropriate amount and content of information required by others to achieve desired goals. Chooses appropriate medium. Communicates information in a clear manner.

- In your current work situation, how do you keep your manager informed? Your peers? How do you know you are successful?
- What basic business tools/strategies do you use to communicate and inform others? How does it vary depending on the group/individual needing the information?
- If you were told to communicate more clearly and succinctly, what steps would you take?
- What is your approach for staying on message?

Initiative

Asks for and offers help when needed. Looks for and takes advantage of opportunities. Undertakes self-development activities without being asked. Meets challenges with resourcefulness.

- Tell me about a time when you were overwhelmed with work. What did you do?
- What self-development activities have you done on your own during the last three years?
- Tell me about a time when you had to be particularly resourceful in meeting a challenge or completing a project?
- Tell me about a time when you asked for increased responsibility. What was your reasoning?
- Describe for me a recent time when you could not solve a job-related problem. What did you do?

Interpersonal

Keeps emotions under control. Listens to others without interrupting. Maintains confidentiality. Works well under pressure.

- Describe a work situation in which you were very emotional. How did you express yourself? What was the outcome?
- What specific techniques have you used to be an effective listener? Give me an example of when you applied them in a difficult situation.
- We all have times when we misinterpret something we are told. When has this happened to you? What was the outcome?
- Tell me about a time when you had a breakdown of confidence. What was the reason and what did you do?
- Remaining calm under pressure is a difficult skill for many people. Tell me about a situation when you were able to do this. Describe a time when you were not able to do this.
- Tell me about a time you had a serious conflict with a coworker. How did you handle this situation?

Leadership

Inspires and motivates others to perform well. Takes charge of a situation, has others follow his/her leadership, and has a powerful presence. Gives appropriate recognition. Makes others want to work with him/her.

- What makes you an effective leader? Why do you think people want to work for you?
- What strategies do you use to communicate a new directive/initiative?
- Describe a situation where your actions/words were instrumental in achieving the desired action.
- Describe your management or leadership style. Tell me about a situation that exemplifies that style.
- What techniques have you used to recognize individuals or groups? Give me a specific example.

Leadership (continued)

- Tell me about a time when you had to inspire or energize an unmotivated individual or group. How did you do it and what was the result?
- In what areas of your leadership abilities are you the most confident? Give me an example of how you have used those abilities to lead others.
- Give me an example of a piece of constructive feedback you received about your leadership style. How did you respond?
- Tell me about a time you had to build trust and respect within a team or work group. What steps did you take and what was the outcome?
- Have you had a leadership mentor? If so, describe him or her. What have you carried with you from this exposure?
- Does a situation come to mind where you had to step in and take charge? Describe your role and how you influenced the outcome.
- What have you done to make the organization's vision and values known to others?
- How are you more self-aware now than earlier in your career? Are there certain tools you use to help in your leadership self-awareness?
- How do your values shape your actions? Give a workplace example.
- How do you redirect, "This is how we do it here?"

Leadership (Related to Goal Setting)

Develops and communicates goals that are specific, measurable, attainable, results- oriented, and time-limited.

- Are you familiar with the "SMART" technique? If so, what does it stand for? In your opinion, which of the elements are most important in goal setting?
- Describe a situation where you just were not able to meet a goal. Why? What was the business impact?
- How do you use goal setting in your professional work?
- How do you measure the degree of success regarding your goal accomplishments?
- What are valid reasons for an employee to not meet a goal?
- How do you set goals for your staff?
- It can be challenging to coordinate the efforts of multiple people and keep them focused. Describe a specific time when you had to do this. What approach did you use to get them coordinated? How did you keep them focused? What challenges—if any—did you overcome? What were the results?
- Describe a situation in which you not only set goals or created a plan but also took time to proactively anticipate obstacles and create contingency plans. What challenges or obstacles did you anticipate? What contingencies did you develop? Which did you implement? What was the result?
- Describe a recent time when you missed a project deadline. What was the situation and how did you handle it?
- Tell me about a recent time when organizational priorities changed that resulted in throwing your goals/priorities completely off track.
- Tell me about a recent time when you were not willing to say no to a request and got overloaded.
- Describe a recent time when you said no to a request or project assignment. What was the situation and how did you handle it?

Leadership (Related to Vision)

Sees beyond the present. Anticipates future results, and accurately predicts trends. Verbalizes the vision and leads the work group in that direction.

- What is your vision for your present job? How was this vision developed?
- What do you think your function needs to be focusing on in the short term and the long term?
- Can you think of a time when you saw your vision turn into a reality?
- Describe a short term and long-term vision you created.
- How is long term defined in your current company? What is your role in the company's vision (creation versus execution)?

Learning Agility

Learns and adapts quickly in new situations resulting in successful performance.

- Describe a time when you needed to analyze facts quickly, define key issues, or develop a plan that produced good results.
- Describe a time when you anticipated potential problems and developed preventive measures.
- Describe a time when you overcame a major obstacle.
- Describe a situation when you had to get started on something but did not know what to do.
- Explain the quickest and the toughest mental transition you have ever had to make.

Management/Managing Others

Appropriately adapts style and approach to situation/person to achieve desired results. Improves processes and services. Includes staff in planning and decision-making. Provides regular performance feedback. Takes responsibility. Works to improve management skills. Supports learning and growth in direct reports.

- Describe a situation where you needed to manage in a very different way. What was the outcome? Did you make the right decision?
- As you have grown in your career, how has your management style changed?
- Think of two current or former direct reports. How did you need to manage them differently? How effective was your approach with each? Which one had the best outcome?
- When do you choose to "dig in your heels" as a manager?
- Tell me about a time when you had a reporting employee who performed very well. Describe how you handled this on a day-to-day basis.
- Tell me about a recent workplace encounter or project that best demonstrates your management style.
- Tell me about a recent time you needed to adjust your approach with an employee. What was the situation and how did you handle it?
- Describe a recent situation where you needed to reassign job duties or projects due to the employee's inability to get the job done. What was the situation and how did you handle it?

Management/Managing Others (continued)

- What is your greatest personal struggle in supervising others? Give me an example of a time when you overcame one of your struggles and resolved a problem.
- Tell me about an employee whose skills have increased because of your supervision.
- Describe your management style. Tell me about a situation that exemplifies your management style.
- Tell me what you did to promote open communication/teamwork in your department.
- How much of your time is/was spent on administrative or management details in your current/last job?
- What types of decisions do/did you make in your current/last position? Tell me about one decision that you were most proud of. How did you reach that decision?
- Tell me how you have involved direct reports in planning and decision-making. Give me a specific example.
- What approach have you taken to provide performance feedback to staff? Tell me about the most difficult feedback session you had and how you planned for it.
- If you could change one managerial decision you made during the past two years, what would that be?
- How do you determine what issues to bring to your manager, which to delegate to staff, and which to resolve yourself?
- When the decision is made, how do you tell others what is required and when it is required?

Management/Managing Others (Related to Developing Direct Reports)

Engages in behaviors designed to help direct reports meet their career/job aspirations.

- What is your mentoring or training style?
- To get the most from your staff, describe the amount of structure, direction, and freedom you give
- Describe your leadership style.
- Describe how you have helped a person grow in their career.
- How do you orient new employees to your department?
- What have you done to develop a successor for your position?
- Give me an example of how you have provided developmental tasks and assignments that linked directly to a person's development needs. How did you select the tasks? Which tasks or assignments did you proactively identify for the purpose of development?
- Share an example of how you have identified the career goals of a direct report. What actions did you take? What was the result of your efforts?
- Explain how you have used a formal development-planning process to help one or more direct reports attain their career goals. What specific role did you play in creating the development plan? In what ways did you follow up?
- Provide an example of when you proactively motivated someone to accept developmental tasks or projects for the purpose of professional development. How did you do it? What was the result?
- Tell me about a time when your developmental efforts of an employee backfired on you.
- Tell me about a time when you have developed leaders under you.
- What process do you use to develop your employees so that they can successfully achieve the objectives of your organization?

Management/Managing Others (Related to Disciplinary Action)

Engages in progressive disciplinary activity when necessary to correct problem behaviors while maintaining and communicating respect for the person being disciplined.

- Have you ever had to discipline or counsel an employee? What was the nature of the discipline? What steps did you take? How did you prepare yourself?
- What is your approach in addressing performance issues of a staff member?
- Describe a situation where you have applied progressive discipline. What actions and steps were involved? What was the outcome?
- Describe when a coaching for improvement situation was successful.
- As a manager, have you ever had to fire anyone? If so, what were the circumstances and how did you handle it?
- Give me an example, from your past work experiences, about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?
- Give me an example of a time when a direct report made a serious mistake. What did you do?

Management/Managing Others (Related to Giving Feedback)

Provides timely, accurate, factual information to others about the impact and outcomes associated with their behavior. Provides timely performance related feedback. Appropriately uses the concepts of both positive motivation and consequences to improve performance to preferred level.

- What are the key elements to providing effective feedback? Give an example of how you have used these successfully.
- When have you had to adjust your style to assure that the needed feedback is effective? How did this turn out?
- What is your approach in giving difficult feedback? Give me an example of a time when that worked well/did not work well.
- During your career, what has been your role in developing performance management programs?
- What key indicators do you look for when evaluating an employee?
- How do you align developmental objectives with company goals/competencies?

Management/Managing Others (Related to Motivating Others)

Recognizes others' internal motivators and establishes appropriate rewards and consequences that will result in desired performance.

- Describe a situation where you needed to motivate a difficult employee? What was the outcome?
- Under what circumstances are you best able to motivate others? Why? How do you know you are effective?
- How do you vary your style, if at all, to motivate under more challenging circumstances versus more positive circumstances?
- Give an example of a time when you motivated yourself and/or others when faced with a difficult assignment.

Management/Managing Others (Related to Talent Management)

Recognizes need, develops desired qualifications, and develops and follows criteria for hiring. Uses a systematic approach to attract, develop, and retain people with the competencies to achieve the current and future objectives of the organization.

- Describe your approach to hiring staff. What elements comprise this process?
- Walk me through your process to determine the required skill set for a new position.
- To what degree does your current employer use competencies in defining talent needs?
- What staffing metrics do you use to measure success? Why were these chosen as significant?
- When training staff or managers on hiring, what do you emphasize?
- What is your experience in talent management?
- How have you shaped or designed the organization in response to talent issues? Where is your current company in addressing these types of issues?
- What policies and practices have you put in place to help structure the talent aspects of the organization?
- What methods or systems do you use to effectively recruit new employees?
- What methods or systems do you use to effectively retain your current employees?

Negotiating

Determines major objectives to be accomplished; listens to discover the other person's interests; remains open to ideas that lead to best overall solution.

- What makes an effective negotiator? Give me an example of an effective situation you have negotiated.
- How does negotiation play into your everyday work? Provide examples.
- How do you compromise in negotiations? Give an example of where this has been effective.
- Describe your labor relations negotiating/bargaining experience.
- When don't you negotiate? Give an example.

Patience

Behaves in a manner that encourages persistence in a calm and flexible manner.

- Describe a time in your most recent position where your patience was tested.
- Describe a time when you worked with a person less knowledgeable than you and how you helped that person grow.
- Describe a time when you empowered others.
- Is there something you take a great pride in that took an especially long time to accomplish? Give an example.
- What situations give you the most stress? How do you handle this?
- How does your manager or your employees know when you are angry?
- Tell me about a time you had to work more quickly than you felt comfortable doing. How did it affect you?

Perseverance/Tenacity

Demonstrates persistence and employs alternate behaviors in the face of changing events. Staying with a position or plan of action until the desired objective is achieved or is no longer reasonably attainable.

- Describe a time you had to "switch gears" to accomplish your goal.
- Tell me about a time when your actions were resisted by peers or subordinates.
- Talk to me about a situation in which you had to overcome a big obstacle to succeed at what you were doing. How did you overcome it?
- Tell me about a situation in which you feel you gained something by being persistent. What did you do and say?
- We all have situations where we fail despite our best efforts. What was one of those situations for you? Looking back, what could you have done differently?
- Describe a situation in which you were trying to influence someone, and you realized you were pushing too hard. How did you know? What did you do?
- Describe for me a recent time when you almost gave up on a project or goal but stuck to it.

Personal Accountability/Professionalism

Accepts responsibility for own actions including failure. Embraces experience as learning opportunities and not blaming. Reacts well under pressure. Treats others with respect.

- Describe a time in your most recent position where you had to deal with failure.
- Have you ever missed an obvious solution to a problem? Give an example.
- What is the biggest professional mistake you have made? How did you recover? What did you learn?
- Tell me about a time you had to tactfully confront someone about his or her inappropriate action or behavior. How did you do it?
- Remaining calm under pressure is a difficult skill for many people. Tell me about a situation when you were able to do this. Describe a situation when you were not able to do this. What happened and what did you do?
- Give me an example of a time you took ownership of a situation? What was the result?

Planning/Organizing

Puts issues/work tasks/paperwork in logical fashion. Develops realistic action plans. Prioritizes and plans work activities. Develops a path to a desired outcome.

- Give me a summary of the techniques you use to plan and organize your work. Describe how you applied one of these techniques.
- Describe what your desk looks like. What is on it? Where are the current items to be addressed?
- Are you familiar with “5S”—if so, what does it mean? How do you personally use it?
- Which lean initiatives have you directly been involved? What impact did it have on your work/department?
- How do you assure that you do not get so caught up in “task” that you lose the big picture?
- Give me an example of a time when you had to organize and plan the work of others. How did you go about it?
- Tell me about a time when a coworker did not report to work, and you had to take on extra duties to help in that absence. How did you plan your day? What did you do?
- Describe a situation that did not go as planned. What would you have done differently?
- What tools do you use to plan your day? How do these help you determine priorities? How do you keep others informed?
- How do you manage a project? What are the various elements used?

Priority Setting

Determines the interrelationship of tasks and the relative importance of tasks, makes plans, and takes action accordingly.

- Describe a time when your priorities did not match your manager’s priorities. What did you do?
- Tell me about a time when you had "more on your plate" than time to finish.
- What are your current priorities? How do you determine which are most critical?
- When do you just “wing” it? Tell me about a time when you “winged” it and what was the outcome.
- Tell me about a time when you were asked to complete more work than was reasonable during your workday. How did you handle it?
- Tell me about a time when you had several critical tasks to complete and were running out of time. What did you do?
- How do you determine priorities in scheduling your time? Give me an example of a time when you had to do many things at once. What was the result?
- What methods do you use to prioritize your work to ensure all tasks are completed?

Problem Solving

Gathers and analyzes information and identifies goals. Explores and selects solutions, implements an action plan, and evaluates results. Develops alternate solutions.

- What is your approach to problem solving? Give an example.
- How has your approach to problem solving changed as you have progressed in your career?
- Tell me about a problem that needed fixing where you were not sure how to approach it.
- Describe a time where you developed a process to solve a problem.
- Have you ever had to fix a problem twice? Describe the situation.
- Tell me about a time when you had to problem solve with a group. What role did you play and what was the outcome?
- Describe the methods or techniques you have used to gather and analyze information. Give me a specific example of when you applied one (or more) of these methods to resolve an issue.
- Do you prefer to solve problems alone or with a group? Describe your reasoning.
- Give me an example of a time when you were proactive in solving a small problem before it turned into a major problem.
- Tell me about a time when you encountered a problem, and your supervisor was not available to help you. How did you handle the problem?
- Tell me about a recent time when you needed to adjust your approach on the fly to complete a job or project.

Process Management

Uses the necessary steps to successfully execute and complete tasks. Demonstrates necessary discipline in adhering to existing processes.

- What process have you developed and/or initiated in your recent position?
- What processes do you follow in your current position?
- Do you believe there are times it may be appropriate to disregard a process? If so, when?
- Do you use any software or specific tools to help in process management?
- Give an example of when you recommended a change in process, and someone disagreed. How did you handle the resistance?

Project Management

Plans and guides a project from start to finish using a methodical approach. Gathers and manages resources. Communicates changes and progress. Develops project plans.

- What is the scope of the projects you have managed? Pick one and briefly describe the process and end result. What was something unanticipated that occurred?
- What is your preferred approach to managing a project? What are the methods and tools used? What makes you effective? Tell me about a team project you had to manage.
- How have you acquired and managed resources needed for project success? Talk about a time when this was more difficult and how you overcame the obstacles?
- How do you drive for results? What is it about your approach or ability that results in you being chosen as a project leader? Give a recent example.
- Describe the procedures you have used to communicate project changes and progress and a specific project where that worked well for you/not so well for you.
- Tell me about the steps you have taken to get a project back on track when it was at risk of not being completed on time. Give me a specific example.
- Describe the process you use in developing a project plan. Tell me about a project that worked out very well because of the plan you developed. Give me an example of a project that was difficult to complete despite having a well thought-out plan. What did you do about it?

Quality

Applies feedback to improve performance. Looks for ways to improve and promote quality. Monitors own work to ensure quality.

- Tell me about a quality improvement that you initiated and implemented. How did it improve the organization?
- What methods or techniques do you use to monitor the quality of your work? Give me an example of when using these methods enabled you to correct a problem or error that otherwise would not have been identified.
- Tell me about a time when you were given constructive feedback. How did you use it to improve your quality of work?

Reliable/Punctual

Arrives at meetings and appointments on time. Is consistently at work and on time.

- What do you do to ensure you are on time for meetings and appointments?
- Tell me about a time when you were late for an important meeting. What did you do?
- How many unexcused days did you miss from work in the last year? Can your last employer verify this information? Have you ever been disciplined and/or terminated for poor attendance?
- Tell me about a time when you had to be absent from work and how you arranged for the necessary coverage of your job.
- If I were to contact your previous employer, how would they comment about your attendance?

Resilience

Recovers quickly from setbacks or difficult situations.

- Describe a time when you were faced with a compelling work situation that took considerable amounts of your time and personal energy/focus. How did you manage this effectively?
- What are the work situations that you find affect you the most? What are your rebound strategies? Give a recent example.
- What is one of the biggest work-related setbacks you have experienced? What was the impact? How did you overcome it?
- Provide an example of where you had to change strategies midstream during a project and you still did not achieve the desired outcome? What was the impact on you?

Results Oriented/Drive for Results

Directs behavior to emphasize the achievement of organization goals and core values.

- Tell me about the last successful project you led.
- What results have you achieved that you are most proud of?
- How do you measure your work results?
- What does it mean to you to be results-oriented?
- How have you emphasized the achievement of your organization's goals and core values?
- Describe for me a recent time when you anticipated obstacles and were prepared with a contingency plan.
- Give me a specific example that demonstrates your reputation for success and quality performance.
- Tell me about two recent instances that showcase your drive for stellar results.
- Tell me about a recent time when you stopped working on a goal or project. Walk me through the project or goal and explain the work you put into the project. What was the outcome?
- Describe a time you came up with a process or procedure to solve a problem.
- Tell me about a time when you went above and beyond the "call-of-duty" to get the job done. How were your efforts recognized?

Risk Taking

Willing to act in situations where outcomes are not entirely clear. Makes decisions when less than complete information is available. Recognizes the need for actions and decisions despite the existence of uncertainty.

- What are the biggest risks you have taken in recent years?
- Describe a time you had a problem and did not know what to do.
- Describe a time when someone asked you to try something completely new.
- Give me an example of a time when you had to take action or make a decision without the necessary approval. What motivated you and what was the risk?
- Tell me about an opportunity that presented itself but was risky. What did you do?
- What is the biggest risk you have taken in the last three years and what motivated you to take it?

Safety/Security

Determine appropriate action beyond guidelines. Observes safety and security procedures. Reports potentially unsafe conditions. Uses equipment and materials properly.

- How do you ensure your work is performed in a safe manner?
- Tell me about a task that required you to follow established safety guidelines.
- Have you ever participated in a Safety Committee? If so, what was your role? What were your responsibilities?
- Tell me about a time when you had to compromise a safety procedure to expedite a task you had to complete. What was the outcome?
- Tell me about an unsafe condition that you had to report or correct. What was the potential impact if it had not been corrected?
- Tell me about a time when you saw a safety hazard at work? What did you do?

Self-Development

Accepts responsibility for own continued learning and growth. Sets and achieves challenging goals.

- Give me an example of a goal you set for yourself and how you achieved it. Give me an example of a time when you faced obstacles that kept you from meeting a goal.
- How do you keep up with current business trends?
- What are you doing to develop personally as well as professionally?
- What is the last business book you read? What was your biggest take away?
- What are your current business-related subscriptions and memberships?
- What responsibility have you taken in the past year to develop your own job-related knowledge and skills?
- Describe a time when you volunteered to take on something new so that you could learn from it.
- Tell me about a recent time when your job knowledge helped save the day.
- Describe the process you use to set and achieve goals.
- What have you done in the last year to upgrade or improve your skills?

Self-Knowledge/Self-Motivation

Accurately assesses own strengths and areas for improvement. Knows likes/dislikes. Possesses self-awareness. Measures self against standard of excellence.

- What are your strengths? Opportunities for improvement?
- Have you received any sort of systematic or regular feedback (360-degree or otherwise) from direct reports, clients, peers, supervisors, etc.? If so, what did you learn?
- What are people most likely to misunderstand about you and how do you correct that misunderstanding?
- What has been the most difficult criticism/feedback for you to receive?

Self-Knowledge/Self-Motivation (continued)

- How have you most changed in your career?
- What have you discovered about yourself through your career?
- How have you served as a role model for others?
- What personality types would you rather not work with?
- How do you measure your own success?
- All jobs have frustrations. What aspects of your current job are most frustrating and why?
- Describe your ideal position.
- What was the biggest mistake you have made in your work? What did you learn from it?
- Tell me about a time when you felt you came up short on your performance. What did you do about it?
- What are the two most valuable skills you learned in the last year and how did you apply them?
- What is the best way to motivate you?
- What discourages you from doing a good job?
- What motivates you intrinsically and extrinsically?

Strategic Thinking

Focuses on the big picture to identify trends and create opportunities. Uses organizational processes and procedures to achieve outcomes. Displays orientation to profitability. Understands business implications of decisions.

- Describe a time you were part of a team that was developing a strategy. What steps did you take to develop that strategy?
- Talk about a time you were implementing a strategy and had to revise it or change direction.
- Talk about a time when your attempt to be strategic got you in trouble.
- What is the most strategic program you have implemented during the past 12 months?
- How do you use data in your strategic planning?
- What are two strategic forces impacting your industry? How do you address these in your role?
- What sources of information do you typically use in reaching a decision at work?
- How do you go about identifying opportunities and roadblocks in your department's key strategies?
- With regards to your current company, what are two to three unique business differentiators that shape (fill in the blank, i.e., marketing, HR, engineering, finance).
- What do you see as the three most significant issues facing our industry in the future? What do you recommend we do to ready ourselves for these issues?
- Describe an effective organizational process that you were a part of implementing. What results have you seen?
- How have you influenced the need for change among the organization's business systems?
- Tell me about a decision you made that negatively affected another person or department. What did you do?
- Describe a decision you had to make that had a significant financial impact on the organization.

Teamwork/Team Building

Recognizes and builds on strengths of others. Looks for ways to build positive relationships on the work team. Demonstrates trust and respect for others. Balances team and individual responsibilities. Able to build morale and group commitments. Supports everyone's efforts to succeed. Puts success of team above own interests. Give and welcomes feedback.

- Give me an example of a time when you worked as part of a team. What was your role? What difficulties did the team experience? What was the outcome?
- Talk about a time you were on a team with a "bad attitude." What did you do to turn it around? OR Describe how you were able to build a positive team spirit.
- Describe a time when you built trust within a team where none previously existed.
- What specific things have you done to build the strengths of your employees?
- What do you think are the key elements that keep a team from being dysfunctional? Tell me about a time when that worked.
- What skills do you use to build professional relationships? Give me an example of a time when those skills have been effective.
- Give me an example of how you have kept team members motivated on a project?
- Teams evolve through cycles and sometimes motivation can be lacking. Tell me about a time when you had to contribute to re-energizing a team and build morale. What did you do?
- Give an example of a successful project you were part of. What was your role? Why was the project successful?
- Tell me about a person at work that you clash with. Describe a recent interaction with this individual.
- Tell me about a recent time when you pulled others together to help finish a job.
- Describe a recent time when you went out of your way to make sure a co-worker was included in a conversation or their voice was heard in a meeting.
- Tell me about a recent time when you had to deal with a coworker who was not doing his/her fair share of the work. What was the situation? What did you do? What was the outcome?
- Tell me about a recent time when you helped to successfully resolve a workplace conflict? What was the situation and how did you handle it?
- Describe a recent time when you had a disagreement with a coworker. How did you manage to work it out?
- It can sometimes be difficult to fulfill individual responsibilities and be part of a team. Give me an example of a time when you had to face this conflict and reached a satisfactory compromise.
- Tell me about a time you had to set your own interests or priorities aside in the interests of the team.
- Give me a recent example when you did not agree with the viewpoint of a person on your team. How did you handle it?
- Describe a time in which you received constructive feedback from another team member. What was it and how did you respond? What was the most difficult feedback you had to give another team member and how did you do it?
- Do you prefer to work by yourself or with a team? Which is more interesting to you and why?
- What personality types are easiest for you to get along with? Give me an example of a difficult work relationship and how you dealt with it?

Technical Skills

Possesses the knowledge and abilities necessary to perform required job elements to established standards.

- Tell me about a time when your technical skills and knowledge contributed to achieving a goal.
- Describe a time when you were challenged beyond your technical capabilities.
- Describe your technical capabilities and how you keep current with your skills.
- What is the most recent technical training you have completed?
- What resources (technology or otherwise) do you use daily to assist you in making decisions?

Technical Skills (Related to Computer Skills/Technology)

- Provide a recent example of how you have used technology to improve your work.
- How have you leveraged technology to advance your department, business unit, or company? Give an example.
- Tell me about a time when you stumbled because you were not up to speed with the technology you needed to do your job.
- Describe the most complex (program/spreadsheet) you have created.
- This position requires a high level of skill in word processing. Give me an example which would highlight your ability in this area.
- What software/technology programs have you worked with? Rate your level of competency in each program (basic, intermediate, advanced).

Time Management

Allocates time efficiently to the most important issues and knows what not to spend time. Completes work in a timely fashion.

- When was the last time you missed a deadline? What were the circumstances?
- Are you better managing multiple priorities or one at a time? Tell me about a time you were successful/not successful.
- Talk about a time you were overloaded.
- What time management tools do you use?
- How do you structure your day? Your week?
- What are you most likely to delegate?
- Where do you tend to get bogged down? Provide me an example of how you have worked to overcome that.

Trust/Respect

Offers respect to all in the work environment. Adheres to high personal standards of acceptance, reliability, openness, and consistency of action with words.

- Have you ever had to break someone's confidence? What were the circumstances?
- Tell me about a time you had to deliver bad news. How did you communicate this?
- How have you built trust within your team or organization? Give a specific example.
- Give me an example of how you have ensured the work environment remains respectful despite a difference of opinion?
- How do other employees describe you? Where do they see you demonstrating trust and respect? Give specific examples.

APPENDIX B

ONBOARDING MENTOR

An onboarding mentor is a fellow employee, other than the manager or supervisor, who supports a new employee during his/her first months on the job. The onboarding mentor's role is to offer advice and guidance regarding the day-to-day aspects of working in the department. An onboarding mentor contributes to the successful onboarding experience by offering encouragement and assistance as the new employee acclimates to the culture and workplace.

The manager/supervisor is responsible for selecting the onboarding mentor for the new employee. The selection can be made in Workday during the onboarding process. Thoughtful consideration should be given to the characteristics listed below.

- Demonstrates a positive attitude about the County, the Department, and the work unit
- Familiar with the new hire's role and work unit
- Is a solid performer
- Is well regarded, trusted, and respected by others
- Willingness and ability to be accessible to the new employee
- Expresses interest in being a mentor

APPENDIX C

EMPLOYEE ONBOARDING SURVEY AT 60-DAYS

(Administered by Human Resources/Workday)

1 = Strongly Agree 2 = Somewhat Agree 3 = Neither Agree or Disagree
4 = Somewhat Disagree 5 = Strongly Disagree

1. I was contacted in advance of my first day and made to feel welcome.
2. The information sent to me before my first day helped me know where to go, what to bring/prepare, what to expect and other key information needed on the day I reported to work.
3. I had helpful, knowledgeable point of contact for my questions before I reported to work.
4. On my first day, my supervisor welcomed me.
5. I was assigned a mentor or peer to assist me in my orientation and acclimation to the work environment.
6. On my first day, my workspace was clean, functional, and ready for occupancy.
7. On my first day, my computer, email access, phone, and voicemail were ready for use.
8. I was assigned meaningful work during my first week on the job.
9. I participated in meaningful and helpful training during my first week on the job.
10. My supervisor provided me with a clear and concise explanation of my duties and job expectations.
11. My supervisor provided me with a clear and concise explanation of how my position fits in with the County's mission, organizational structure, and Standards of Service Excellence.
12. My supervisor quickly integrated me into the team.
13. Based on the information I received during benefits orientation I was able to understand the benefit choices.
14. I was able to understand where and how to obtain information related to benefits.
15. I was provided a point of contact for benefit related questions.
16. The information I received during new employee orientation was clear and helpful.
17. My supervisor provided me with a performance plan containing job-related criteria and performance goals.
18. My supervisor has provided me on-going feedback about my performance.
19. I have received the training necessary to perform my job.
20. I received and signed the Standards of Service Excellence pledge form.
21. Looking back, what is the most positive thing you remember from your first day, first week, and/or first month at the County?
22. What could have been done to make your first day, first week, and/or first month at the County more welcoming?
23. What did your department specific onboarding and orientation activities consist of?
24. Are there any processes related to orientation that you think your department should improve? If yes, please describe.

APPENDIX D

EMPLOYEE ONBOARDING SURVEY AT 90-DAYS

(Administered by Human Resources/Workday)

1 = Strongly Agree

2 = Somewhat Agree

3 = Neither Agree or Disagree

4 = Somewhat Disagree

5 = Strongly Disagree

1. I am satisfied with the working relationship I have formed with my co-workers
2. I have a positive working relationship with my supervisor
3. My supervisor provides me with useful feedback on my job performance
4. I know what my supervisor thinks of my job performance
5. Overall, I am satisfied with my job

APPENDIX E

EMPLOYEE ONBOARDING SURVEY AT 180-DAYS

(Administered by Human Resources/Workday)

1 = Strongly Agree

2 = Somewhat Agree

3 = Neither Agree or Disagree

4 = Somewhat Disagree

5 = Strongly Disagree

1. At work, I have the opportunity to do what I do best every day
2. I feel motivated and supported to go above and beyond in my work
3. I have continued to experience a satisfying relationship with my co-workers
4. My supervisor meets with me on a regular basis
5. I know what my supervisor thinks of my job performance
6. I know what is expected of me in my job

APPENDIX F

LINKS TO OTHER RESOURCES

I. POLICIES RELATED TO RECRUITMENT AND SELECTION (USE THIS LINK TO ACCESS ALL DOA-HR POLICIES)

[100 Waukesha County Alcohol and Other Drug Policy](#)

[200 Waukesha County Alcohol and Other Drug Policy for Waukesha County Employees Who Are Required to Possess a CDL](#)

[2100 Position Classification and Employment Status](#)

[2300 Promotions, Demotions, Transfers](#)

[2400 Recruitment and Selection](#)

[2500 Salary Administration](#)

[3500 Equal Employment Opportunity and Diversity](#)

II. OTHER

[Current Year Salary Schedule](#)

[Full Time Non-Exempt Benefits Summary](#)

[Full Time Exempt Benefits Summary](#)

[Part Time Non-Exempt Benefits Summary](#)

[What You Can and Cannot Ask in An Interview](#)

[Wisconsin DWD Fair Hiring and Avoiding Discriminatory Interview Questions](#)