2015 Core Capstone

Supervisory Course

Participant Training Manual

Comprehensive Public Training Program

Revised 06/27/2016

2015 Supervisory Core Capstone

Learning outcomes for this course include:

- **Analyze, evaluate, and practice situations based on the lifecycles of an employee.**
- **Use targeted strategies for interviewing, orientation, onboarding, and disciplinary issues.**

Course Prerequisites:

- **Civil Service Essentials (WBT)**
- **Hiring and Retaining Top Talent (WBT)**
- **Common Myths of Good Supervision (WBT)**
- **Leave Management (WBT)**
- **Validating Employee Performance (WBT)**

Notes:

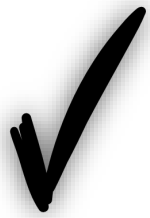
Preparing for an Interview

What are critical behaviors? List some examples.

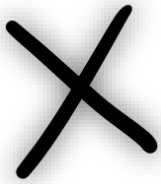
Critical Behavior Practice—Group Activity

Critical Behavior Activity—Group Activity

Interview Do's



Interview Don'ts



Question Types

Three Types

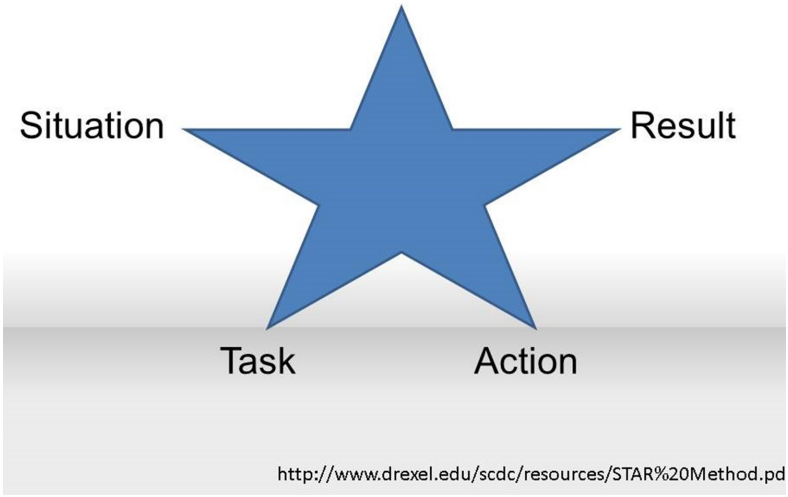
Theoretical	Leading	Behavior-Based
-Ask applicants what they would do or think they would do -Produce theories or opinions, not past history -Avoid asking -**Example**: If you had a disgruntled employee, how would you handle him or her?	-The question itself implies the answer you want to hear -You may not get truthful answers -Avoid asking -**Example:** It sounds like you really enjoyed leading a team. Is that right?	-Ask about specific behavior and actions in the past -Complete the STAR -**ASK these questions** -**Example:** Tell me about a time when you dealt with a disgruntled employee. How did you handle the situation and what was the outcome?

Behavior-Based Interview Questions

What are behavior-based questions?

Examples:

Star Method



Situation

The situation describes

_____

Task

The task describes

_____

Action

The action describes

_____

Result

The result describes

_____

Example Follow-Up Questions

- Could you tell me more about that?
- Can you explain in more detail?
- What other factors contributed to your decision, success, or failure?
- What steps did you take to solve the problem?
- Can you walk me through each step you took?
- Why did your solution work?
- What was your specific part of the project?

Applicant Name: **Interview Date:**

Interview Panel:

Interview Question	Critical Behavior/ Skill	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill Trainable (T) or Non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (N)

Applicant Name: Billy Myles **Interview Date:** 2/8/2015

Interview Panel: Ima Hiring, Supervisor

George Basket, HR Representative

Tina Herring, Team Leader

Interview Question	Critical Behavior/Skill	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill Trainable (T) or Non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (N)
1. Tell us which of your daily tasks require MS Excel skills?	MS Word and Excel Skills	Y	T	N
2. Tell us about your most successful PowerPoint presentation. Why was it successful?	MS PowerPoint Skills	N	T	Y
3. Some people consider themselves to be "big picture" people, while others describe themselves as "detail oriented. Which are you? Give us an example of a time you demonstrated this behavior.	Attention to Detail	Y	N	N
4. How do you show empathy toward a client who is angry?	Customer Service Skills	Y	N	N
5. How did you arrange your daily schedule? What did you do when unforeseen events interrupted this schedule?	Able to work independently	Y	T	N

Applicant Name: Theresa Nemitz **Interview Date:** 2/8/2015

Interview Panel: Ima Hiring, Supervisor

George Basket, HR Representative

Tina Herring, Team Leader

Interview Question	Critical Behavior/Skill	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill Trainable (T) or Non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (N)
1. Tell us which of your daily tasks require MS Excel skills?	MS Word and Excel Skills	Y	T	N
2. Tell us about your most successful PowerPoint presentation. Why was it successful?	MS PowerPoint Skills	Y	T	N
3. Some people consider themselves to be "big picture" people, while others describe themselves as "detail oriented. Which are you? Give us an example of a time you demonstrated this behavior.	Attention to Detail	Y	N	N
4. How do you show empathy toward a client who is angry?	Customer Service Skills	Y	N	N
5. How did you arrange your daily schedule? What did you do when unforeseen events interrupted this schedule?	Able to work independently	N	T	Y

Applicant Name: A/B **Interview Date:**

Interview Panel:

Interview Question	Critical Behavior/Skill	Applicant demonstrates this behavior? Yes (Y) or No (N)		Is this skill Trainable (T) or Non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (N)	
		A	B		A	B

Orientation and Onboarding

Orientation Activities
Onboarding Activities

Benefits of Onboarding new employees:

Job Perception Survey

A group of 10,000 employees were given a survey of 10 job factors and asked to rank them from most important to least important. Supervisors were given the same list and asked to rank them based on what they thought the employees would say. The results were markedly different.

What job factors do you think your own employees value most? Value least?

Rank the follow list of job factors from 1 (most important) to 10 (least important).

	Your Own Rankings	**Employee Rankings**
Feelings of being in on things		
Job security		
Interesting work		
Personal loyalty to employees		
Tactfully disciplining		
Good working conditions		
Promotions and growth in the company		
Good wages		
Sympathetic help on personal problems		
Full appreciation of work done		

Strategies for Motivating Employees

Three types of power

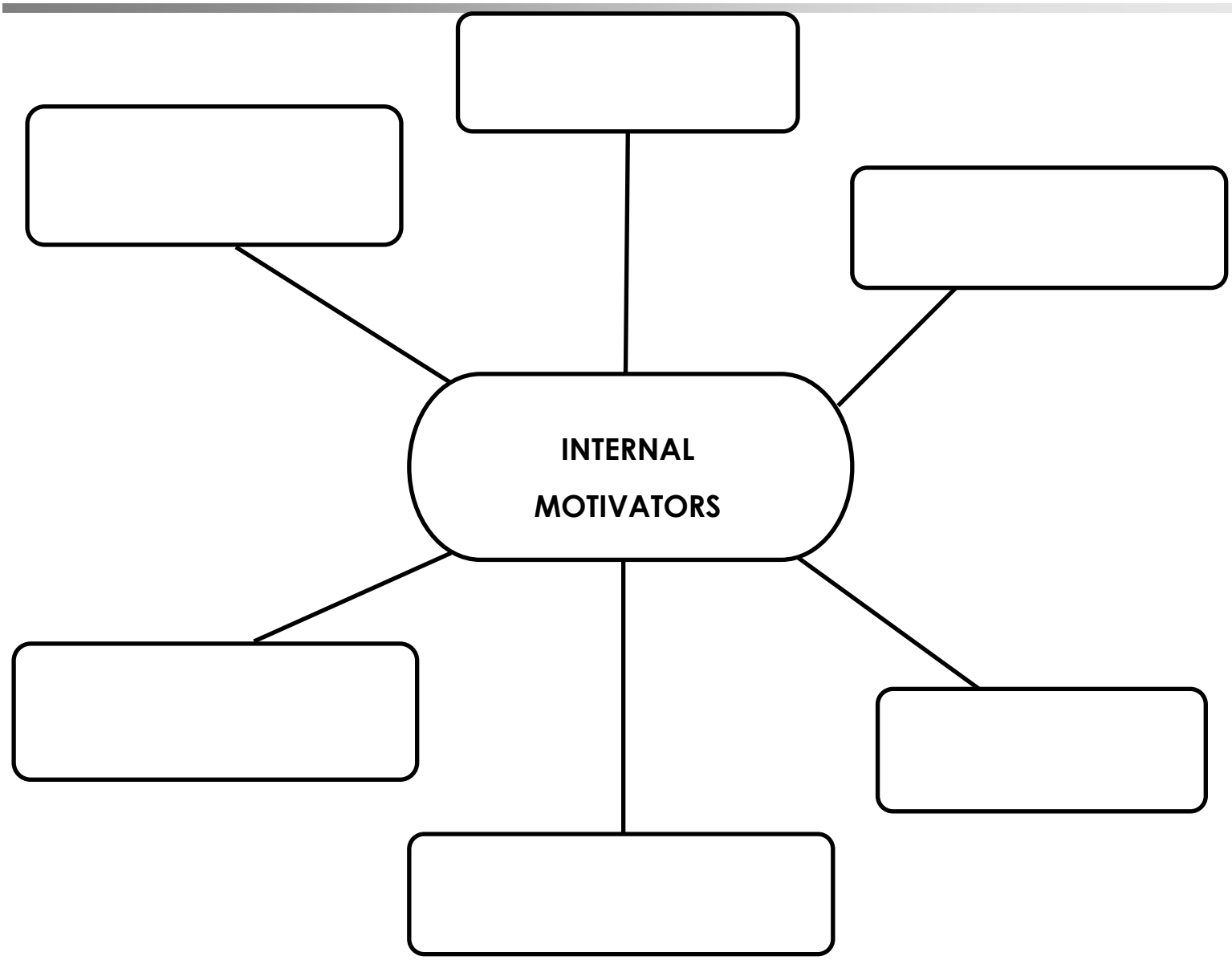
- Legitimate Power—
- Coercive Power—
- Reward Power—

Strategies for Motivating Employees

5 things that motivate you professionally:

-
-
-
-
-

Strategies for Motivating Employees

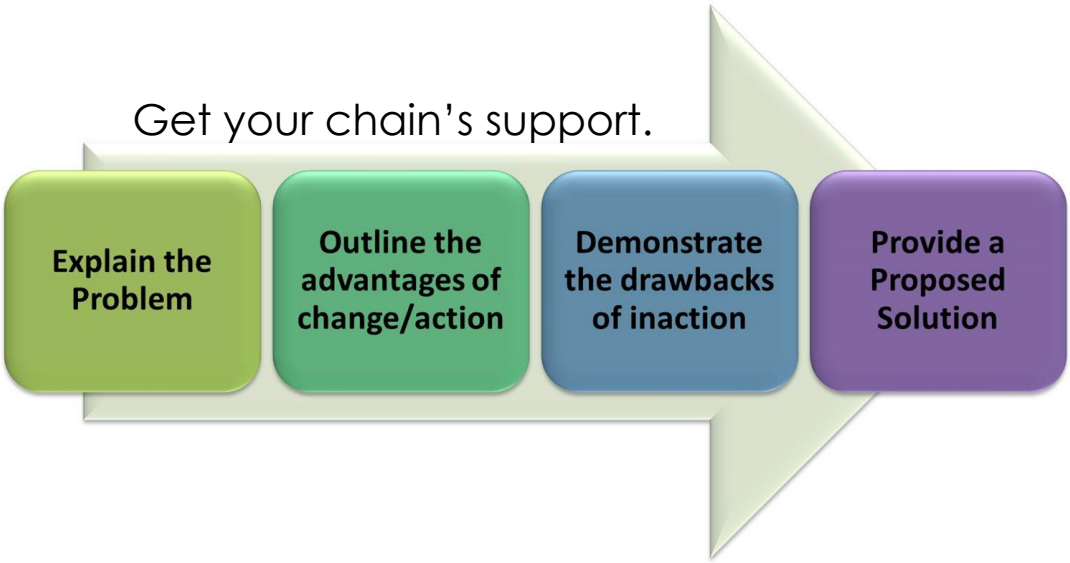


MOTIVATION THROUGH COMMUNICATION:

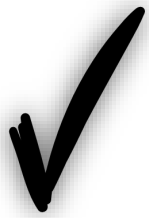
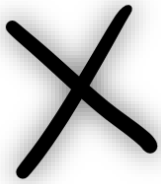
Documentation Standards

Agency Specific Disciplinary Policies:

Does your agency require progressive discipline?



Counseling Do's



Counseling Don'ts