

LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE

Comprehensive Public Training Program

Capstone Workshop

CPTP 2015 Core

(2012 Group 1 Supervisory Requirements)

Revised 02/24/2015



Table of Contents

Tentative Schedule.....	2
STAR Method.....	3
Follow-up Questions.....	4
Applicant Evaluation Matrix Examples	5
Applicant Evaluation Matrix Exercise	9
Orientation and Onboarding Activities	13
Job Perception Survey	14
Internal Motivators.....	15
Sample Motivation Questions	16

Supervisory Group 1 Capstone

Tentative Schedule

Introduction to Course

Hiring: Critical Behaviors

Critical Behavior Feedback

Interview Script Activity

Interview Script Feedback

Break

Matrix Activity

Mock Interviews

Orientation/ Onboarding

Mock Planning Session

Lunch Break (1 hour)

Introduction to Motivation

Motivation: Discussion w/ Employee

Break

Disciplinary Issues

Documentation Standards

Documenting Case Study

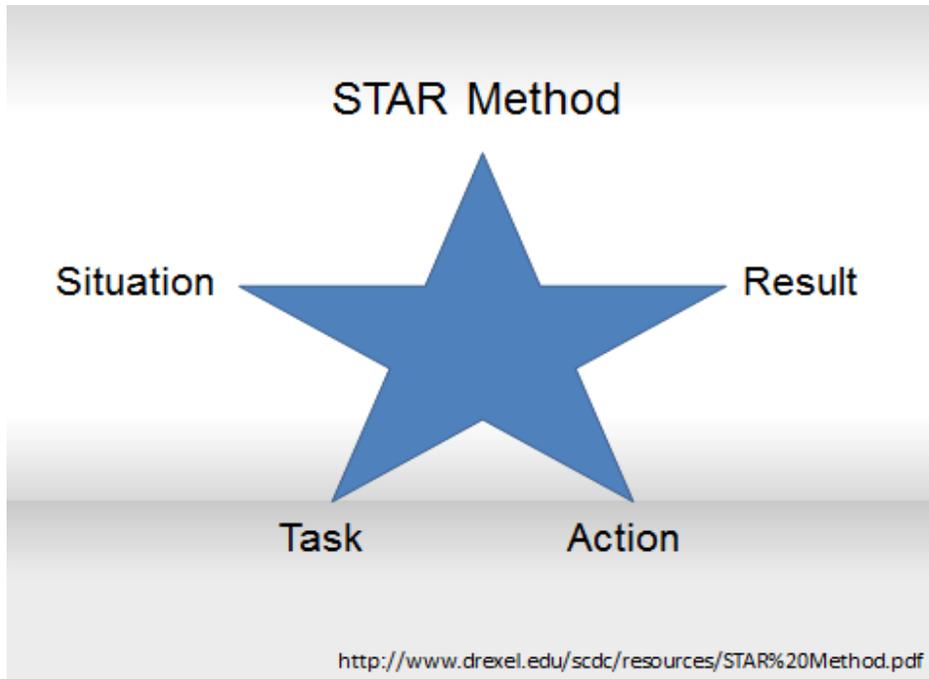
Chain of Command

Introduction: Counseling Sessions

Mock Counseling Session

Closing

STAR Method



Situation

The situation describes _____

Task

The task describes _____

Action

The action describes _____

Result

The result describes _____

Follow-up Questions

Theoretical	Leading	Behavior Based
<ul style="list-style-type: none"> • Ask applicants what they would do or think they would do • Produce theories or opinions, not past history • Avoid asking <p>Example: If you had a disgruntled employee, how would you handle him or her?</p>	<ul style="list-style-type: none"> • The question itself implies the answer you want to hear • You may not get truthful answers • Avoid asking <p>Example: It sounds like you really enjoyed leading a team. Is that right?</p>	<ul style="list-style-type: none"> • Ask about specific behavior and actions in the past • Complete the STAR • ASK these questions <p>Example: Tell me about a time you dealt with a disgruntled employee. How did you handle the situation?</p>

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?
- Can you take me through each step you took?
- What steps did you take to solve the problem?
- Why did your solution work?
- What was your specific part of the project?

Your Ideas:

Applicant Evaluation Matrix Examples

Applicant Name: Billy Myles

Interview Date: 2/8/2012

Interview panel: Ima Hiring, Supervisor
 George Basket, HR Representative
 Tina Herring, Team Leader

Interview Question	Critical Behavior/ Skills	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 (NO)
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

Interview Question	Critical Behavior/ Skills	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 (NO)
4. How do you show empathy towards 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 interrupt this schedule?	Able to work independently	Y	T	N

Applicant Evaluation Matrix

Applicant Name: Theresa Nemitz

Interview Date: 2/8/2012

Interview panel: Ima Hiring, Supervisor
George Basket, HR Representative
Tina Herring, Team Leader

Interview Question	Critical Behavior/ Skills	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 (NO)
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	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

Interview Question	Critical Behavior/ Skills	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 (NO)
4. How do you show empathy towards 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 interrupt this schedule?	Able to work independently	N	T	Y

Applicant Evaluation Matrix Exercise

Applicant Name:

Interview Date:

Interview panel:

Interview Question	Critical Behavior/ Skills	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 (NO)

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Applicant Evaluation Matrix

Applicant Name:

Interview Date:

Interview panel:

Interview Question	Critical Behavior/ Skills	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 (NO)

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Orientation and Onboarding Activities

Orientation Activities	Onboarding Activities

Benefits of Onboarding new employees:

Job Perception Survey

A group of 10,000 employees were given a survey of 19 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.

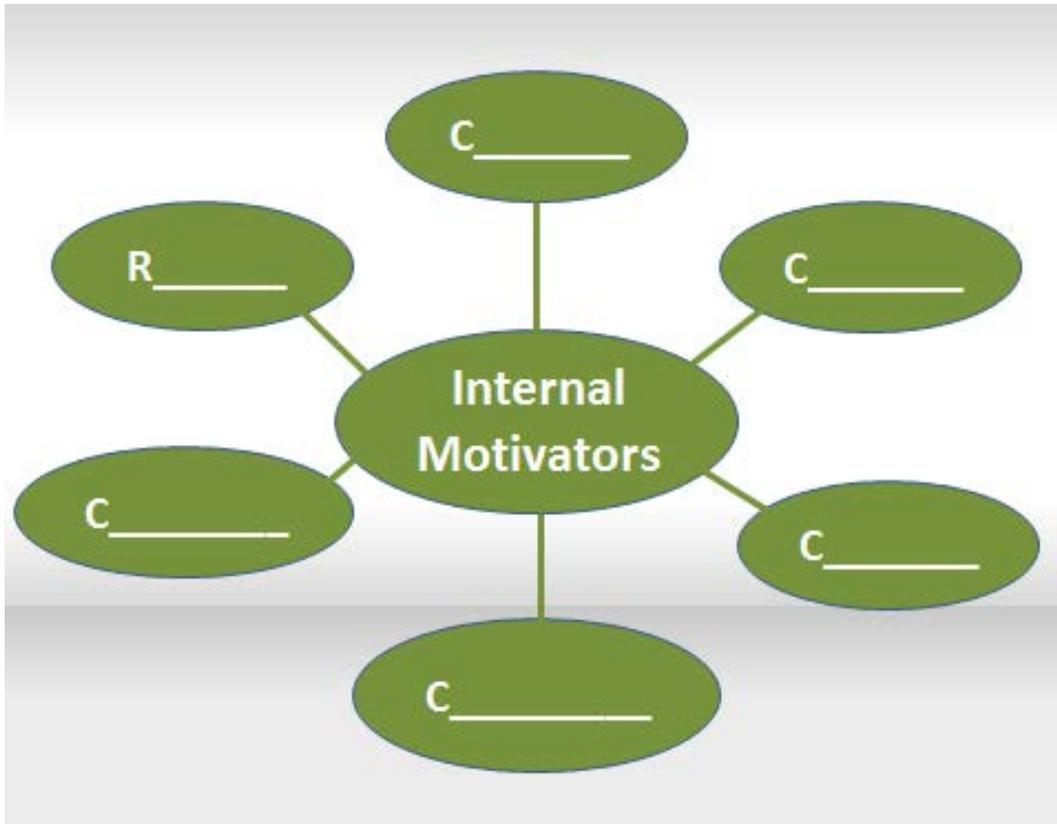
What job factors do you think your own employees value most? Value least?

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

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	_____

Internal Motivators



Ideas for internal motivators:

Sample Motivation Questions

- What do you like about what you do?
- What do you like about who you work with?
- What do you like about where you work?
- What do you like best?
- What do you like least?
- Are you using your talents fully?
- Is there more you can do or offer?
- What is something new or different that you would like to learn?
- What keeps you excited or interested in what you do?
- What kind of recognition would be meaningful to you?
- How can I support and encourage you?
- What would you change about what you do?
- Are there things you would change about your work team or where you work?