



# Core Capstone

## Course Manual



**STATECIVILSERVICE**  
COMPREHENSIVE PUBLIC TRAINING PROGRAM

Revised: 6.28.2018

## Course Description:

This course is the culmination of the 2015 Core Supervisory program. It is required to complete the 2015 Supervisory Core Program. In this workshop, participants will actively engage with each other in cooperative learning experiences through discussions, simulations, and group activities.

### 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:



WHAT ARE CRITICAL BEHAVIORS? LIST SOME EXAMPLES.

CRITICAL BEHAVIOR PRACTICE — GROUP ACTIVITY

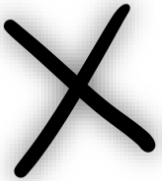


CRITICAL BEHAVIOR ACTIVITY — GROUP ACTIVITY





## INTERVIEW DON'TS



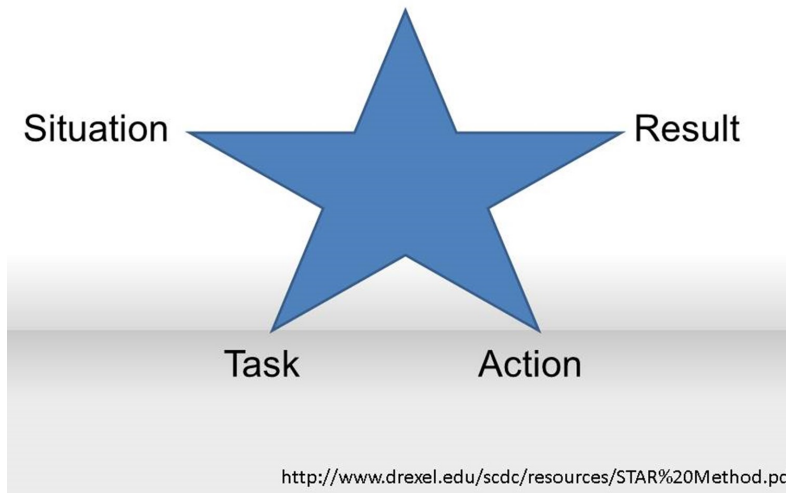
### THREE TYPES

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

### BEHAVIOR-BASED INTERVIEW QUESTIONS

What are behavior-based questions?

Examples:



### **Situation**

The situation describes

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### **Task**

The task describes

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### **Action**

The action describes

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### **Result**

The result describes

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### **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:**

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

**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	Does the Applicant demonstrate this behavior? Yes (Y) or No (N)	Is this skill Trainable (T) or Non-trainable (N)?	Does the 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	Does the Applicant demonstrate this behavior? Yes (Y) or No (N)	Is this skill Trainable (T) or Non-trainable (N)?	Does the 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	Does the Applicant demonstrate this behavior? Yes (Y) or No (N)		Is this skill Trainable (T) or Non-trainable (N)?	Does the applicant require additional training? Yes (Y) or No (N)	
		A	B		A	B

Orientation Activities
Onboarding Activities

Benefits of Onboarding new employees:

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 Rankings	Survey Results
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		

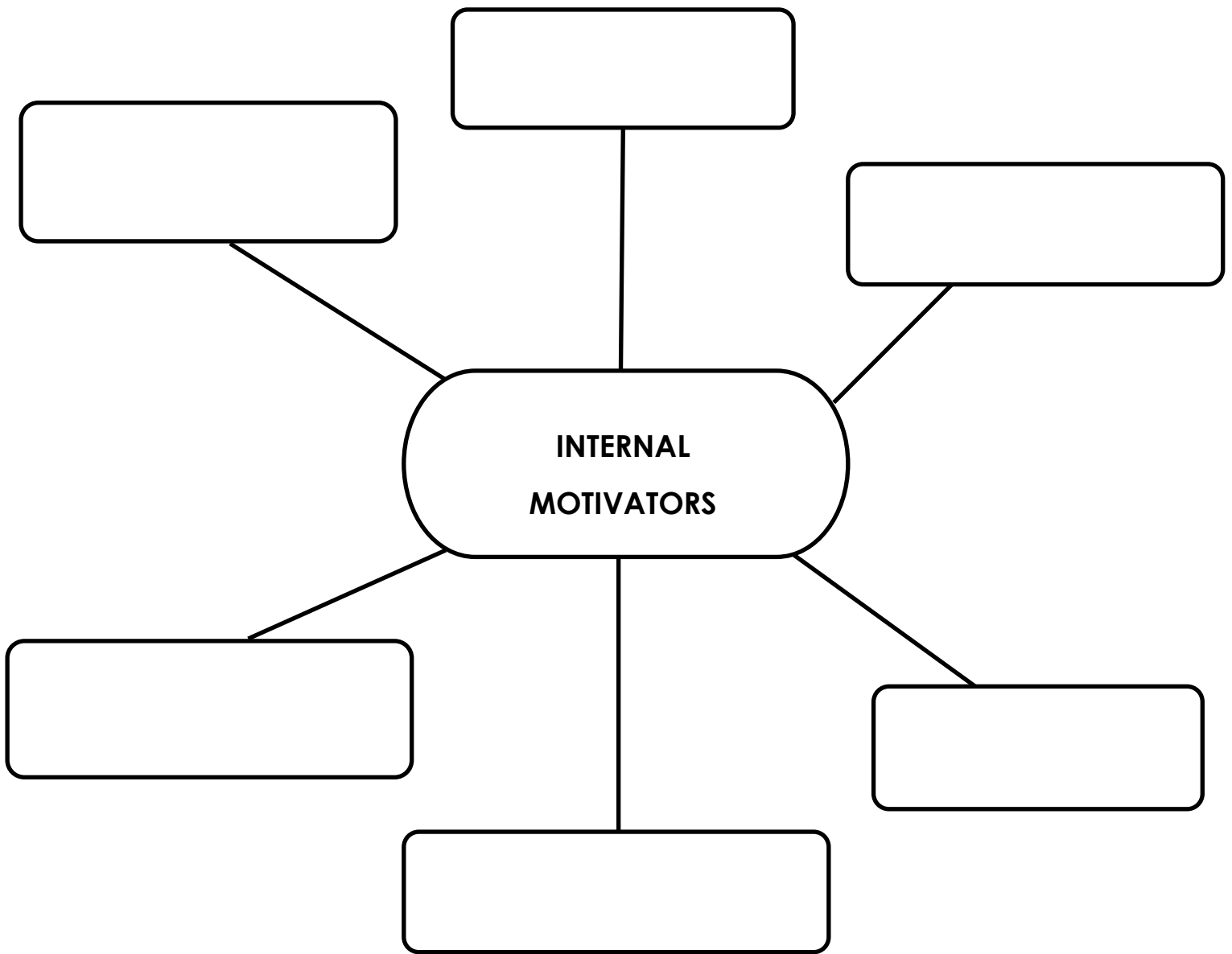
## THREE TYPES OF POWER

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

## STRATEGIES FOR MOTIVATING EMPLOYEES

## 5 THINGS THAT MOTIVATE YOU PROFESSIONALLY:

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**MOTIVATION THROUGH COMMUNICATION:**

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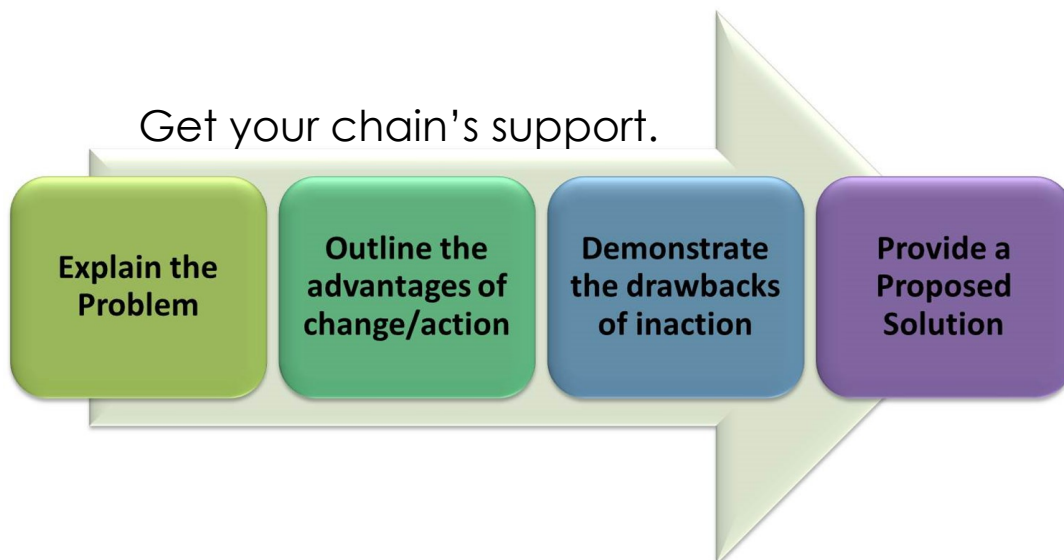
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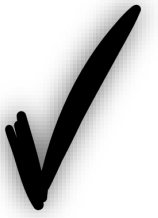
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## AGENCY SPECIFIC DISCIPLINARY POLICIES:

Does your agency require progressive discipline?





## COUNSELING DON'TS

