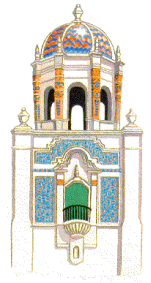


Core Competency Interview Booklet



SARASOTA COUNTY BOARD OF COUNTY COMMISSIONERS

Introduction:

Organizations have to come to realize that individuals join an organization with not just job skills or technical abilities, but also attitudes, values, and habits that are directly related to the effectiveness of the individual as an employee. From these “Core Competencies” individuals will set the pace in which they will succeed within an organization.

Therefore, it is important to consider these core competencies in addition to the technical or job skills when considering employment applicants. Sarasota County believes that these core competencies are equally important as the job skills and should be evaluated as equal selection criteria.

Core competency selection can be utilized in each stage of the hiring process. Here are some examples:

- **Recruitment Advertisement:** Include core competency requirements within recruitment ads. Elaborate how the individual competencies affect the requirements or duties of the vacant position.
- **Written Applicant Questionnaires or Written Exercise:** Base questions or inquiries to applicants on core competency requirements.
- **Telephone/In-Person Interviews:** Ask behavioral-based questions that require applicants to describe situations in which they were required to demonstrate core competency criteria.
- **References:** Be aware of information that support or conflict with cores competency requirements when conducting reference checks.

Table of Contents:

Introduction	Pg. 1
Behavioral Questions	Pg. 2
Core Competency Interview Technique	Pg. 2
Customer Champion Interview Questions	Pg. 3
Financial Manager Interview Questions	Pg. 4
Process Improver Interview Questions	Pg. 4
Continuous Learner Interview Questions	Pg. 5
Enterprise Values Interview Questions	Pg. 6-7
Traditional Interview Questions	Pg. 7-8
Leadership/Supervisory Questions	Pg. 9
Employees Core Competency Wheel	Pg. 10
Employees Core Competency Description	Pg. 11
Supervisors Core Competency Wheel	Pg. 12
Supervisors Core Competency Description	Pg. 13
Managers Core Competency Wheel	Pg. 14
Managers Core Competency Description	Pg. 15
Executive Directors Core Competency Wheel	Pg. 16
Executive Directors Core Competency Description	Pg. 17
Contact Information	Pg. 18



Sarasota County Administration Center



Behavioral Questions related to technical, skill, education, and experience qualifications.

Characteristics of Behavioral Questions:

- Provide behavioral reports or stories by asking the applicant to think of and describe the actions they took in particular situations in their past experiences. Behavioral questions are carefully worded and direct applicants to discuss what they have actually said and done in the past.
- Discourage theoretical responses by directing applicants to describe specific past situations. Behavioral questions require the applicant to describe past actions, preventing the applicant from offering theoretical answers, feelings, or opinions. This helps the interviewer truly understand whether the applicant is a good candidate for the position.
- Do not lead the applicant to the “right” answer. Behavioral questions are asked the same of all applicants, and because they ask the applicant to describe actions they took in specific situations, they do not imply a “correct” answer.



Selby Library

Applying core competency interview techniques:

“Use behavioral based interview questions that require an individual to share specific examples of when they demonstrated the required competency.”

- In order to be effective in the application of interview techniques that evaluate core competencies, consider the following:
- Share the core competency requirements with the applicant. Explain the importance of having these traits and how it affects the success of the vacant position.
- Use behavioral based interview questions that require an individual to share specific examples of when they demonstrated the required competency.
- Ask questions that cover all of the core competencies and not just a few. These competencies were thoroughly researched and have been identified to align with the traits of successful employees of Sarasota County and is directly aligned with our organizational strategies and goals.
- Incorporate the core competencies into the selection process and include them with technical and job skill questions and inquiries. Evaluate the results equally with the technical job skills and experience.
- Consider the core competencies equally with skill, education, and experience qualifications.



MLK Park

The selection worksheet and interview question listings are for your use and are optional. Please do not submit the completed worksheets with new hire paperwork. As with all interview notes, keep any completed selection worksheet on file with your HR Representative.



SUGGESTED QUESTIONS: CUSTOMER CHAMPION

1. How would you define good communication?
2. Can you provide an example where you provided excellent customer service?
3. What does the term “Customer Service” mean to you?
4. In your last position who were your customers?
5. If you were to receive this position, how would you provide excellent customer service?
6. Give me an example where you delivered more than expected.
7. Do you honor commitments? Please give me an example.
8. Describe your communication style.
9. Give me an example where you created an initiative better serving your customers.
10. Who is your most important customer?
11. What would your former co-workers say about your communications skills?
12. Give me an example where you had to work with a difficult supervisor. What happened?
13. Describe your management style.
14. Are subordinates customers? Why?
15. Describe a situation where your work was criticized. How did you react?
16. Who are your internal customers? What is different about dealing with them than external customers?
17. Tell me about a time when you annoyed a customer.
18. Define Exceptional Customer Service.
19. Why do some organizations do poorly in customer service?
20. Do you keep up to date information about customers; what do you do with it?
21. What do customers do that irritate you? How do you react?
22. Give me a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you describe your role in defusing the situation?
23. Give me an example of when you initiated a change in process or operations in response to customer feedback.
24. Tell me about a marketing promotion/initiative or information dissemination you developed. How did it meet the customer’s need(s)?

Look for:

- Dealing with the emotional needs of the customer.
- Listening skills.
- Asks customer what he/she would like and responds with what can be done versus what cannot be done.
- See complaints as useful information in terms of how the organization can improve current services/products/policies/procedures.

“As an interviewer you should only speak about 20% of the time. Give the applicant the opportunity to do most of the talking. If the applicant resists, encourage them to provide more information but DON’T lead the applicant.”

“Remember to ask the same questions to all applicants who are interviewing. Consistency among applicants is mandatory.”



SUGGESTED QUESTIONS: FINANCIAL MANAGER

25. Whose responsibility is it to control costs in an organization?
26. How many suggestions have you submitted this year/last year?
27. Explain how you have saved money for your employer in the past?
28. Why is it important for all employees to be aware of spending?

Look for:

- Signs of budgeting, cost control, or comments concerning fiscal impact from actions.
- Demonstrates concern to bottom line and impact on organization.
- Specific examples instead of generalities.
- Situations where applicant was individually responsible for money savings.



Sarasota County Firefighters

SUGGESTED QUESTIONS: PROCESS IMPROVER

29. How do you measure a process?
30. Describe something that you have improved recently.
31. Are you an innovative person? Give me an example.
32. Do you see yourself as a change agent? Give me an example.
33. Describe a significant change in your job responsibilities and the steps you took to manage the transition smoothly.
34. Tell me about a situation when you abruptly had to change what you were doing.
35. Tell me about a time when you worked on a project that did not turn out well. How did you handle that?
36. What are performance measures? Please provide examples.
37. How do you measure your own success?
38. Describe a situation that you have encountered (or how you would handle such a situation if you have not been faced with one) when you had responsibility for the operations of a unit.
39. Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?
40. Tell me about one of your workplace improvements that another department now uses.
41. In your last job, what problems did you identify that had previously been overlooked? Were changes made? Who supported the changes as a result of your ideas?
42. Describe something you have implemented at work. What were the steps you used to implement this?

Look for:

- Analytical thought process.
- Ability to explain a process in detail.
- Flexibility.
- Demonstrates specific measures or outcomes or outputs.



SUGGESTED QUESTIONS: CONTINUOUS LEARNER

43. What have you done recently to improve yourself in your profession?
44. Who considers you a mentor?
45. Have you ever taught?
46. Define the term “coaching”?
47. What are the most significant professional or commercial changes that are likely to affect your work in the next five years?
48. What is your greatest training need?
49. Looking back, would you have chosen a different career?
50. How do you give feedback to a boss?
51. Tell me about a time when you realized that others were not responding well to what you were trying to do.
52. Have you ever called someone on their lack of openness to feedback?
53. Tell me about a time when you coached, developed, or mentored someone.
54. Tell me about a failure or mistake and what happened.
55. Tell me about a time when you helped someone tackle a major obstacle.
56. Tell me about a transition within an organization or to a new job.
57. Who do you admire most and least (in your field)?
58. How do you keep up with your field?
59. Were you ever told by a supervisor that you had a weakness and if so, what did you do?
60. Describe a decision you made or a situation that you would have handled differently if you had to do it over again.
61. When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give me an example?
62. Tell me about a time when your supervisor/co-workers gave you feedback about your work/actions. What did you learn about yourself?
63. What have you done to further your own professional development in the last 5 years?
64. Tell me about a job that you had which required you to learn new things.
65. Tell me about a time when you were asked to complete a difficult assignment even though the odds were against you. What did you learn from that experience?
66. I noticed on your resume that you attended _____ training program. Please describe the training program. How have you applied what you learned to your current job?
67. Describe the most significant or creative presentation/idea that you developed/implemented.



Ringling Causeway Project

Look For:

- Admits mistakes and weak areas.
- Accepts the need for personal change.
- Examines failures to see what could have been done better.
- Learns from mistakes.
- Gains from feedback from people they like and dislike.
- Mentally rehearses before entering tough situations.
- Watches others closely; observes their reactions.
- Seeks feedback.
- Looks forward to learning and trying new skills.
- Adds technology to get things done easier and faster.
- Asks many questions.

SUGGESTED QUESTIONS: ENTERPRISE VALUES

Customer Service: (Please use Customer & Community Champion Questions)

Cooperation and Teamwork:

68. Tell me about a time when your coworkers gave you feedback about your actions. How did you respond? What changes did you make?
69. Describe a project you were responsible for that required a lot of interaction with people over a long period of time.
70. How have you recognized and rewarded a team player in the past? What was the situation?
71. Tell me about a course, work experience, or extracurricular activity where you had to work closely with others? How did it go?
72. How did you overcome any difficulties?
73. Describe a problem you had in your life when someone else's help was very important to you.

Honesty and Integrity:

74. Describe a time where you had to make a difficult decision.
75. When is it OK to lie?
76. Give me an example of a situation where you had to be ruthless.
77. Have you ever experienced a personal loss from doing what is right?
78. In what business situations do you feel honesty would be inappropriate?
79. Describe a situation when you were faced with making a decision that involved important conflicting needs between an individual and your employer and explain how you handled it.
80. Have you ever made a life/career choice/decision based on values or ethics?
81. Tell me about a time when you were told to do something against your beliefs.
82. Have you presented an unpopular proposal (or idea) that you believed in?
83. Tell me about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.
84. Tell me about a tough decision you made. What steps, thought processes, and considerations did you take to make an objective decision?

Quality:

85. Give an example where you made sure the job got done correctly.
86. Are you a perfectionist?
87. What do you think of the comment "good enough"?
88. Provide an example where you repeated a job because it wasn't done correctly.

Stewardship:

89. Describe the term loyalty.
90. Why is it important for government to optimize operations?
91. What duties do we owe to taxpayers?
92. What do the taxpayers expect from a county government?
93. Why are you interested in working for a government organization?



Sarasota County Lifeguard



Innovation:

94. Provide an example where you did something totally different than the norm.
95. Do you consider yourself an inventor?
96. Describe something you have done that is creative.
97. Is there a place for innovation in government?
98. Give me an example where you tried something different just because it was different.
99. Are you a risk taker?

“Keep an eye for positive non-verbal signals: Open Gestures, palms facing interviewer, eye contact, smiling, nodding in agreement, sitting up straight, leaning into interviewer.”

Accountability:

100. If something goes wrong at work who is blamed?
101. When was the last time you “messed” up?
102. What is your “greatest failure”?
103. What is the question you would least like us to ask?
104. Where do you see yourself in 5 years time?
105. What do you expect from subordinates?
106. Tell me about a decision you made, but wish you had done differently.
107. Give me an example of something you’ve done in previous jobs that demonstrate your willingness to work hard.
108. What is the biggest error in judgment or failure you have made in a previous job? Why did you make it? How did you correct the problem?
109. Tell me about a time when your supervisor criticized your work. How did you respond?

TRADITIONAL INTERVIEWING QUESTIONS

110. If you had a private income and did not need to work, how would you spend your time?
111. Tell me something about the culture of your present organization?
112. How would you sum up the contribution you have made to your present employer?
113. What gave you most satisfaction in your last job?
114. What are your main sources of motivation? Why?
115. What made you apply for this position?
116. Why do you want to work for Sarasota County Government (or for this Business Center)?
117. What things do you enjoy the most and least in your current job?
118. Describe a typical day.
119. What are some of the things in your job that you find difficult to do?
120. How has your present job changed since you were originally hired?
121. How do you think your present supervisor would describe you?
122. Describe a time where you had to stay at work to finish a project or meet a deadline.
123. Have you considered self-employment? If so, what makes you think you can do it. If not, why?
124. Tell me about an accomplishment in one of your work settings that you are proud of and why.
125. Describe a problem that you confronted without success. If you could go back in time, how would you handle it differently?
126. How do you go about selecting which employees should be on a team?

When speaking about the position, remember to speak in the third person. Use phrases like “The successful applicant will be able to complete objectives on time.” Or “The applicant hired will have to start on this Tuesday”



TRADITIONAL INTERVIEWING QUESTIONS (CONTL.)

127. How do you define Team Player?
128. Are most tasks done better in teams?
129. What do you do when the team is not getting along?
130. What do you do when the team does not want to do something you want?
131. What does the term “diversity” mean to you?
132. How does diversity make an organization better?
133. Describe a colleague or yours.
134. Name a person you particularly admire. Why?
135. What kind of people do you find it easiest to work with?
136. Describe your boss.
137. Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.
138. What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
139. Can you recall a time when you gave feedback to a co-worker who was unaccepting of others?
140. Can you recall a time when a person's cultural background affected your approach to a work situation?
141. How have you handled situations in which you could not understand a customer's strong accent?
142. Tell me about a time that you successfully adapted to a culturally different environment.
143. Tell me about a situation in which you had to separate the person from the issue when working to resolve differences.
144. How have you taken responsibility/accountability for an action that may have been offensive to the recipient?
145. Tell me about a time that you had adapted your style in order to work effectively with those who were different from you.
146. How have you reacted to conversations between co-workers that were clearly offensive to non-participants?
147. Give examples of when your values and beliefs impacted your relationships with your co-workers.
148. Tell me about a time that you evaluated your own beliefs or opinions around issues of difference.
149. How have you made your voice heard in a predominantly male or female-dominated environment?
150. Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?
151. Tell me about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas. What was your role in achieving the work objective? What was the long-term impact on your ability to get things done while working with this person?
152. Describe the way you handled a specific problem involving people in your last job.

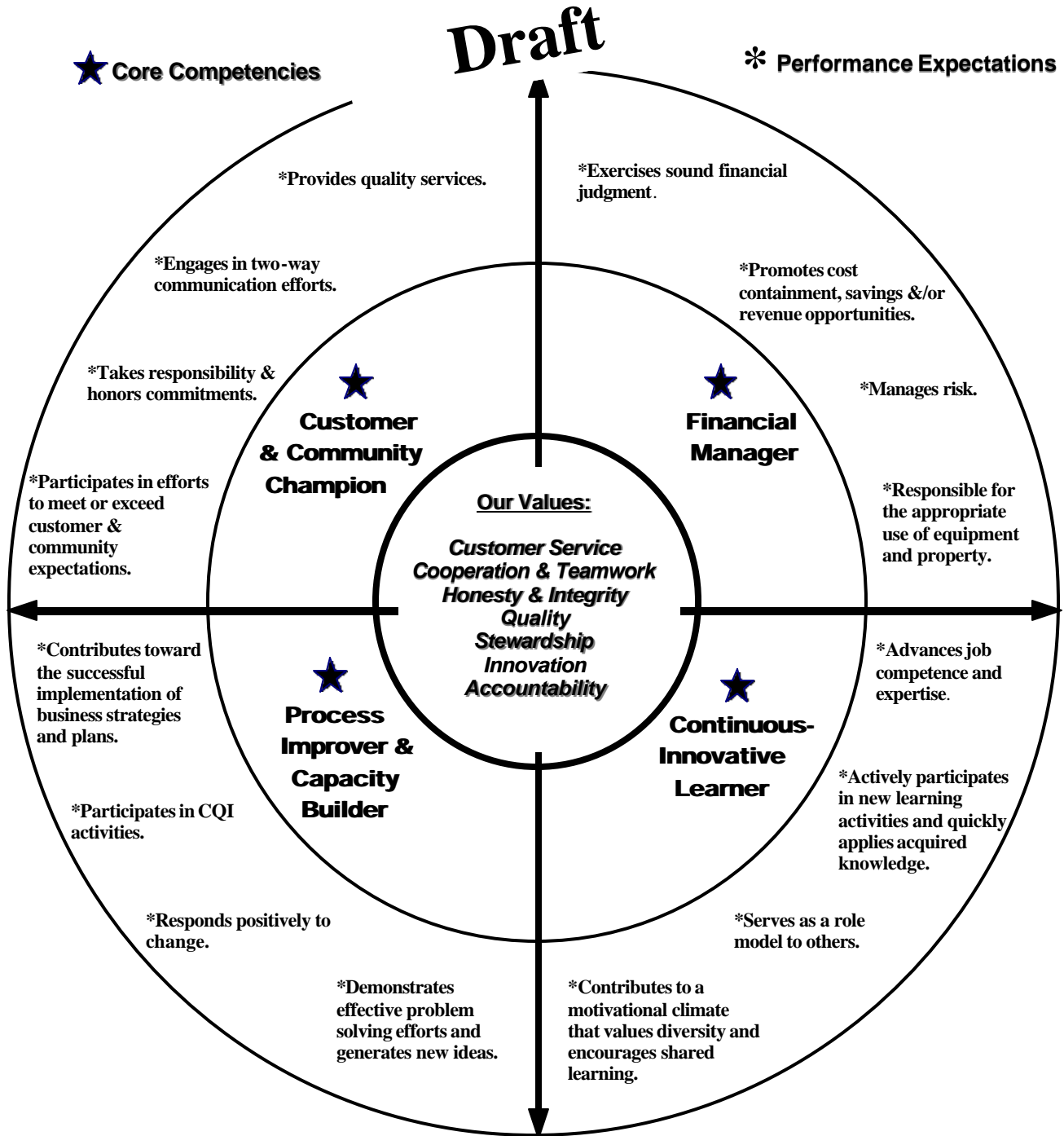
“Provide a relaxed environment: A calm applicant will have a tendency to be more honest, open, and frank when replying to interview questions”.

“Notice the applicants grooming: An old hiring saying is that the best you will ever see that person is during the interview.... then it’s all down hill from there . Grooming gives you information about self-esteem, attention to detail and desire for the position.”



SCG Core Competencies - Employees

A New Look at Performance Expectations & Skill Development



Additional Detail Located On Back

Organizational & Employee Development
 June 2002

Figure 2.



Core Competencies Descriptions for Employees

Customer & Community Champion

Does the employee advocate for our community & customers by ensuring that quality services are delivered in a respectful, responsive and team-centered manner?

1. **Provides quality services.** Delivers quality services within the community & across the enterprise. Strives to meet key customer expectations and requirements. Maintains awareness of existing customer satisfaction data and contributes to systematic improvement efforts.
2. **Engages in two-way communication efforts.** Engages in consistent, respectful two-way communication efforts with external customers, internal customers, partners & community groups.
3. **Takes responsibility & honors commitments.** Responsive to the customer and ensures that commitments and agreed upon deadlines are fulfilled.
4. **Participates in efforts to meet or exceed customer expectations.** Participates in efforts that meet or exceed customer expectations across the enterprise by working effectively with others to address customer expectations and resolve issues. Partners with individuals and teams throughout the enterprise to establish and maintain strong community relationships.

Financial Manager

Do the individual's actions support optimal use of public funds and property?

1. **Exercises sound financial judgment.** Quickly adapts to changing economic conditions by considering costs, benefits and overall value of work efforts. Operates within SCG budget limits. Effectively balances existing resources (i.e., human, technology and money)
2. **Promotes cost containment, savings &/or revenue opportunities.** Minimizes expenditures by seeking no- to-low cost alternatives.
3. **Manages risk.** Protects financial resources by creating a safe and accident-free environment.
4. **Responsible for the appropriate use of equipment and property.** Holds self accountable for the responsible use of county-owned property and equipment.

Process Improver & Capacity Builder

Does the individual participate in efforts that result in the successful implementation of strategic plans and continuous quality improvement? Does this employee support change efforts and seek new solutions for addressing evolving challenges?

1. **Contributes toward the successful implementation of business strategies and plans.** Helps to successfully implement business strategies. Monitors progress toward performance measures and produces meaningful outcomes. Ensures that individual goals support enterprise, business center and business unit goals.
2. **Participates in Continuous Quality Improvement (CQI) activities.** Participates in process improvement activities. Seeks to minimize errors and rework.
3. **Responds positively to change.** Supports change efforts and seeks new ways to meet evolving challenges.
4. **Demonstrates effective problem solving efforts and generates new ideas.** Demonstrates effective problem-solving and decision-making practices. Generates new ideas that contribute to cost-savings, increased efficiency or improved effectiveness.

Continuous-Innovative Learner

Is this employee competent in their professional, interpersonal and technical skills? Does the individual value diversity, support efforts that result in the well-being and satisfaction of others and demonstrate a commitment to on-going learning?

1. **Advances job competence and expertise.** Demonstrates interpersonal, professional and technical competence as indicated in best practices.
2. **Actively participates in new learning activities and quickly applies acquired knowledge.** Participates in learning activities that enhance skills, knowledge and abilities. Effectively applies new knowledge and skills.
3. **Serves as a role model to others.** Demonstrates 2-way communication and effective interpersonal skills. Responds positively and productively in all situations.
4. **Contributes to a motivational climate that values diversity and encourages shared learning.** Helps to foster a work climate that encourages peers to work at their highest potential. Values diversity and supports efforts that result in the well-being and satisfaction of others. Is non-defensive, open to feedback and receptive to learning new ideas.

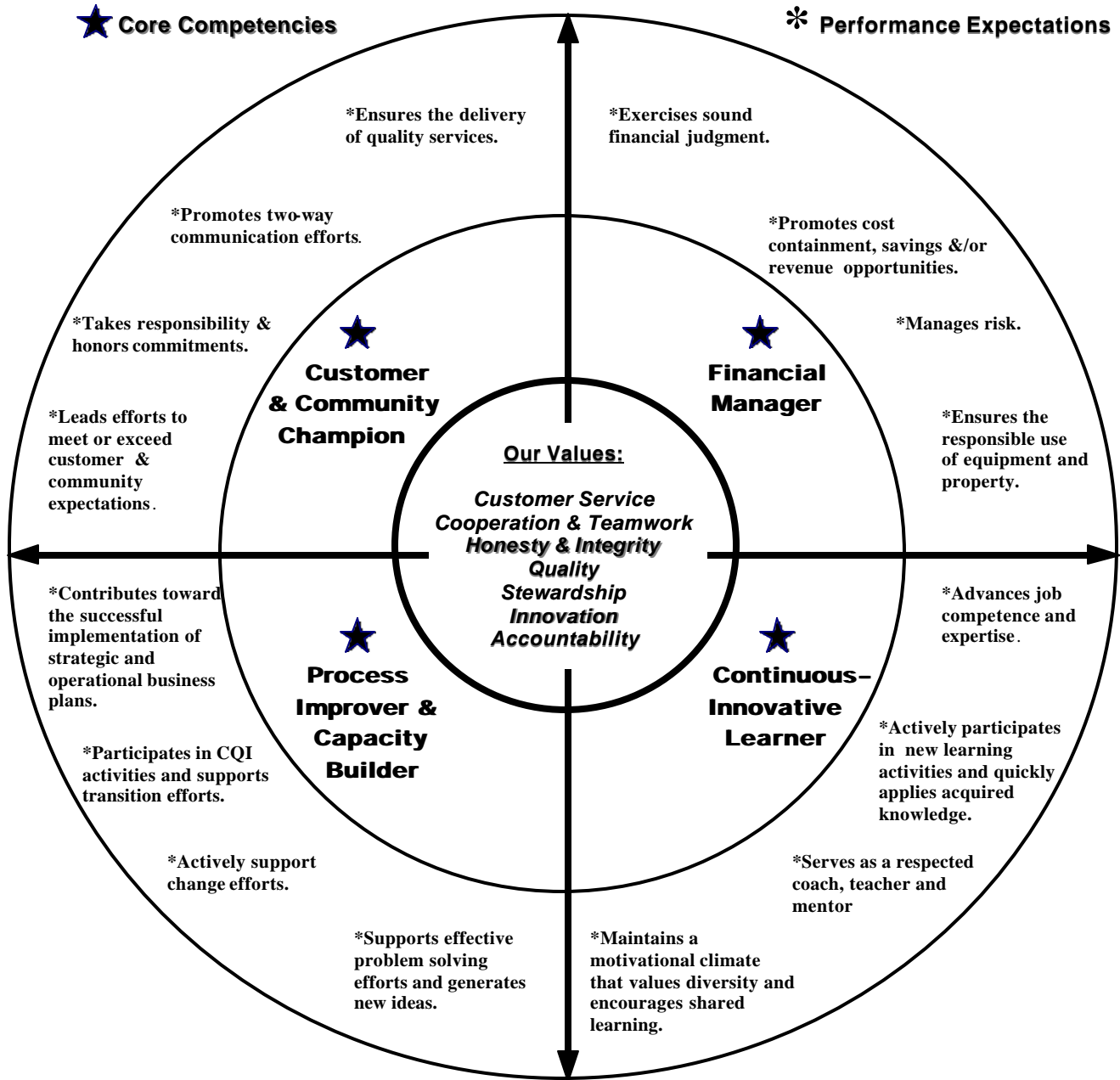
Figure 3.



SCG Core Competencies - Supervisors

A New Look at Performance Expectations & Skill Development

Draft



Additional Detail Located On Back

Organizational & Employee Development
June 2002

Figure 4.



Core Competencies Descriptions for Supervisors

Customer & Community Champion

Does the leader advocate for our community & customers by ensuring that quality services are delivered in a respectful, responsive and team-centered manner?

1. **Ensures the delivery of quality services.** Ensures the delivery of quality services within the community & across the enterprise. Identifies key customer expectations and requirements. Positively influences the team to translate customer needs into services that add value. Reviews customer satisfaction data and facilitates systematic improvement efforts.
2. **Promotes two-way communication efforts.** Promotes consistent, respectful two-way communication efforts with external customers, internal customers, partners and community groups. Serves as a role model.
3. **Takes responsibility & honors commitments.** Responsive to the customer and ensures that commitments and agreed upon deadlines are fulfilled.
4. **Supports efforts to meet or exceed customer expectations.** Supports efforts to meet or exceed customer expectations across the enterprise by working effectively with others to address customer expectations and resolve issues. Partners with individuals and teams throughout the enterprise to establish and maintain strong community relationships.

Financial Manager

Do the supervisor's actions support optimal use of public funds and property?

1. **Exercises sound financial judgment.** Supports contingency plans to address evolving financial issues. Quickly adapts to changing economic conditions by considering costs, benefits and overall value of work efforts. Manages within SCG budget limits. Effectively balances resources (i.e., human, technology and money)
2. **Promotes cost containment, savings &/or revenue opportunities.** Minimizes expenditures by seeking no-to-low cost alternatives.
3. **Manages risk.** Protects financial resources by creating a safe and accident-free environment.
4. **Ensures responsible use of equipment and property.** Holds self and employees accountable for the responsible use of county-owned property and equipment.

Process Improver & Capacity Builder

Does the individual lead, facilitate and participate in efforts that result in effective strategic planning and continuous quality improvement? Does this leader quickly adapt to change, effectively manage transitions and develop new solutions for addressing evolving challenges?

1. **Contributes toward the successful implementation of strategic and operational business plans.** Successfully implements business strategies. Monitors progress toward performance measures and produces meaningful outcomes. Ensures that employee goals support enterprise, business center and business unit goals.
2. **Participates in Continuous Quality Improvement (CQI) activities.** Participates in process improvement activities. Identifies key processes to ensure that they meet customer and others' requirements. Seeks to minimize errors and rework.
3. **Actively supports change efforts.** Serves as a change agent and seeks new ways to meet evolving challenges.
4. **Supports effective problem-solving skills and generates new ideas.** Supports efforts that successfully engage employees in effective problem-solving efforts and decision making practices. Generates new ideas that contribute to cost-savings, increased efficiency or improved effectiveness.

Continuous-Innovative Learner

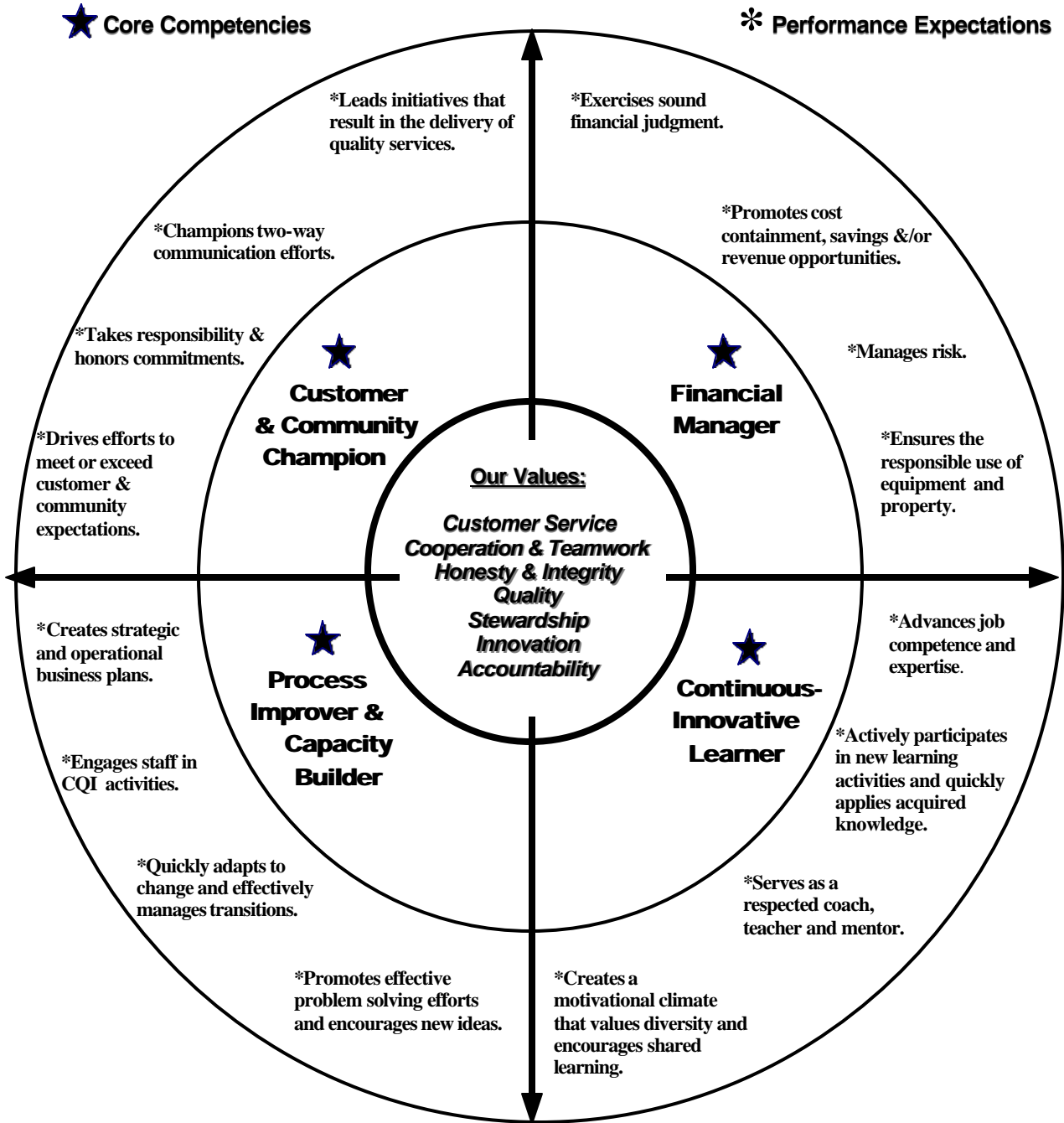
Is this individual competent in their leadership, professional, interpersonal and technical skills? Does this leader value diversity, inspire others to work at their highest potential and demonstrate a commitment to ongoing learning?

1. **Advances job competence and expertise.** Advances leadership, interpersonal, professional and technical competence as indicated in best practices.
2. **Actively participates in new learning activities and quickly applies acquired knowledge.** Participates in learning activities that enhance skills, knowledge and abilities. Effectively applies new knowledge and skills.
3. **Serves as a respected coach, teacher and mentor.** Demonstrates 2-way communication and effective interpersonal skills. Coaches, teaches and mentors staff using approaches that are effective in helping adults to learn. Displays high levels of emotional intelligence. Contributes to the teams overall effectiveness.
4. **Maintains a motivational climate that values diversity and encourages shared learning.** Develops a work climate that encourages others to work at their highest potential. Values diversity and supports efforts that result in the well-being and satisfaction of employees. Is non-defensive, open to feedback and receptive to learning new ideas.

Figure 5.



SCG Core Competencies - General Managers/Managers



Additional Detail Located On Back

Organizational & Employee Development
May 2002

Scope of Accountability (Enterprise, Business Unit)

Figure 6.



Core Competencies Descriptions for General Managers & Managers

Customer & Community Champion

Does the leader advocate for our community & customers by ensuring that quality services are delivered in a respectful, responsive and team-centered manner?

1. **Leads initiatives that result in the delivery of quality services.** Leads efforts that result in the delivery of quality services within the community & across the enterprise. Identifies key customer expectations and requirements. Positively influences the team to translate customer needs into work products and services that add value. Reviews customer satisfaction data and facilitates systematic improvement efforts.
2. **Champions two-way communication efforts.** Champions consistent, respectful two-way communication efforts with external customers, internal customers, partners and community groups. Serves as a role model.
3. **Takes responsibility & honors commitments.** Responsive to the customer and community needs. Ensures that commitments and agreed upon deadlines are fulfilled.
4. **Drives efforts to meet or exceed customer expectations.** Drives efforts to meet or exceed customer expectations by working effectively with others to address customer expectations and resolve issues. Partners with individuals and teams throughout the enterprise to establish and maintain strong community relationships.

Financial Manager

Do the leader's actions support optimal use of public funds and property?

1. **Exercises sound financial judgment.** Develops contingency plans to address evolving financial issues. Quickly adapts to changing economic conditions by considering costs, benefits and overall value of work efforts. Manages within SCG budget limits. Effectively balances resources (i.e., human, technology and money).
2. **Promotes cost containment, savings &/or revenue opportunities.** Minimizes expenditures by seeking no- to-low cost alternatives.
3. **Manages risk.** Protects financial resources by creating a safe and accident-free environment.
4. **Ensures responsible use of equipment and property.** Holds self and employees accountable for the responsible use of county-owned property and equipment.

Process Improver & Capacity Builder

Does the individual lead, facilitate and participate in efforts that result in effective strategic planning and continuous quality improvement? Does this leader quickly adapt to change, effectively manage transitions and develop new solutions for addressing evolving challenges?

1. **Creates strategic and operational business plans.** Utilizes contemporary principles of strategic planning. Develops meaningful outcomes and performance measures and monitors progress. Aligns goals. Produces results.
2. **Engages staff in Continuous Quality Improvement (CQI) activities.** Identifies key processes to ensure that they meet customer requirements. Facilitates process improvement activities by effectively using CQI processes and tools.
3. **Quickly adapts to change and manages effective transitions.** Implements and sustains change efforts, manages transitions effectively and seeks new ways to meet evolving challenges.
4. **Promotes effective problem solving efforts and encourages new ideas.** Promotes efforts that successfully engage employees in effective problem-solving and decision-making practices. Leads others and holds self accountable for generating new ideas that contribute to cost-savings, increased efficiency or improved effectiveness.

Continuous-Innovative Learner

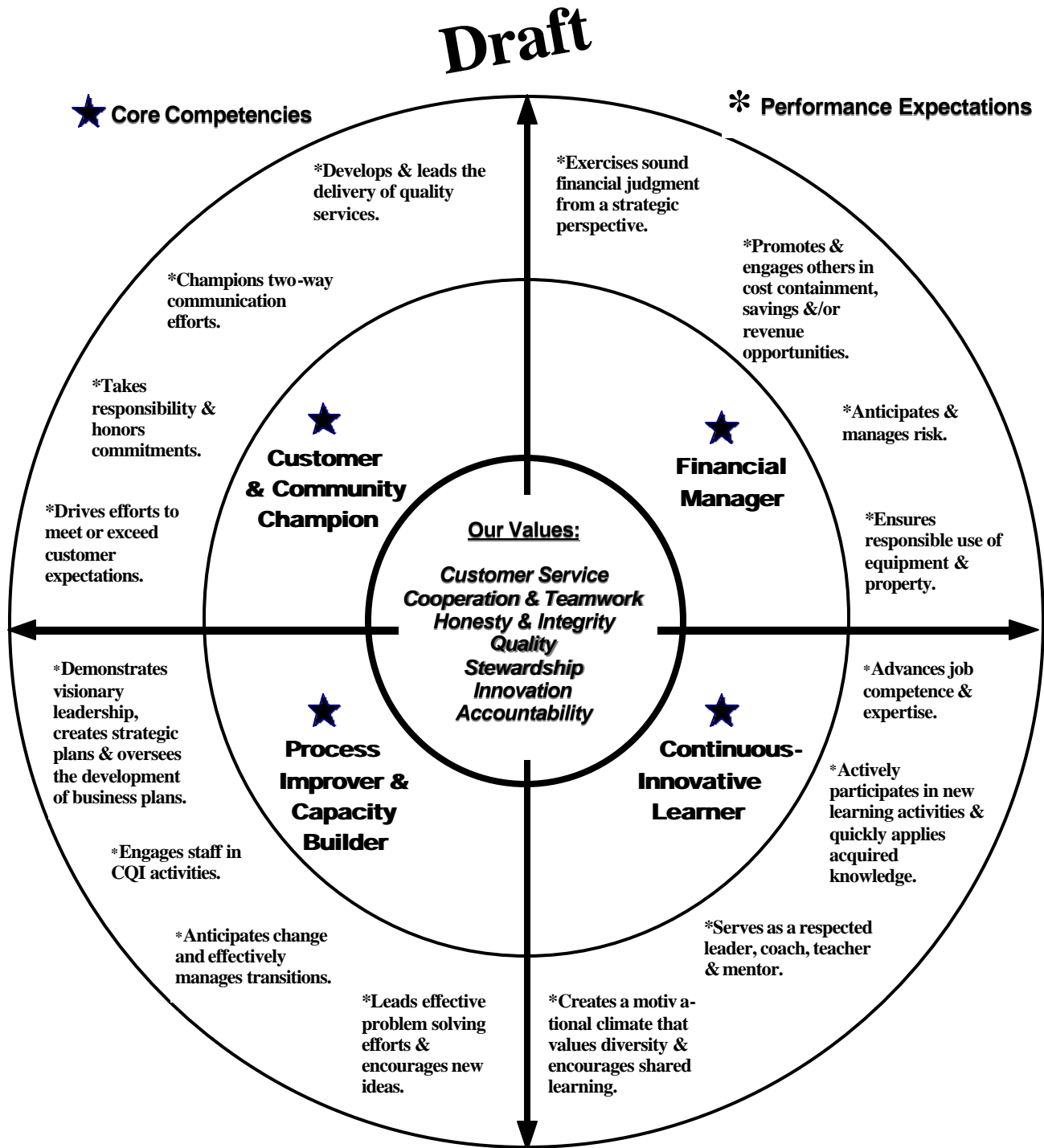
Is this individual competent in their leadership, professional, interpersonal and technical skills? Does this leader value diversity, inspire others to work at their highest potential and demonstrate a commitment to ongoing learning?

1. **Advances job competence and expertise.** Advances leadership, interpersonal, professional and technical competence as indicated in best practices.
2. **Actively participates in new learning activities and quickly applies acquired knowledge.** Participates in learning activities that enhance skills, knowledge and abilities. Effectively applies new knowledge and skills.
3. **Serves as a respected coach, teacher and mentor.** Demonstrates 2-way communication and effective interpersonal skills. Coaches, teaches and mentors staff using approaches that are effective in helping adults to learn. Displays high levels of emotional intelligence. Contributes to the team's overall effectiveness.
4. **Creates a motivational climate that values diversity and encourages shared learning.** Creates a climate that inspires employees to work at their highest potential. Values diversity and supports efforts that lead to the well-being and satisfaction of employees. Is non-defensive, open to feedback, and receptive to learning new ideas.

Figure 7.



SCG Core Competencies - Executives



Additional Detail Located On Back

Organizational & Employee Development
June 2002

Figure 6.



Core Competencies Descriptions for Executive Directors

Customer & Community Champion

Does the Executive Director/Chief Officer serve as a community and customer advocate by ensuring that services within the business center and across the enterprise are delivered in a respectful, responsive and team-centered manner?

1. **Develops and leads initiatives that result in the delivery of quality services within the community and across the enterprise.** Develops, promotes and sustains the effective delivery of services to external customers, internal customers and partners. Leads initiatives that create a positive, customer-centered culture and result in high levels of customer satisfaction. Facilitates systematic improvement efforts on a wide-scale basis.
2. **Champions two-way communication efforts.** Champions consistent and respectful, two-way communication efforts with external customers, internal customers, partners and community groups. Develops innovative methods to promote and sustain effective communication across the business center. Serves as a role model.
3. **Takes responsibility and honors commitments.** Holds self to the highest level of accountability. Responsive to the customer and community needs. Ensures that commitments and agreed upon deadlines are fulfilled.
4. **Drives efforts to meet or exceed customer expectations.** Drives efforts to meet or exceed customer expectations by working effectively with others to address customer expectations and resolve issues. Partners with executives, managers, supervisors and employees throughout the enterprise to establish and maintain strong community relationships. Chooses stewardship over self-interest.

Process Improver & Capacity Builder

Does the executive lead and facilitate system-wide efforts that result in effective strategic planning and continuous quality improvement? Does this leader anticipate change, effectively guide transitions and develop new solutions for addressing evolving challenges?

1. **Demonstrates visionary leadership, creates strategic plans and oversees the development of business plans.** Utilizes contemporary principles of strategic planning. Develops meaningful outcomes and effective performance measures. Creates alignment between the Board's strategic initiatives, enterprise goals and business center goals. Effectively executes business strategy.
2. **Engages staff in Continuous Quality Improvement (CQI) activities.** Identifies key processes across the business center to ensure that customer requirements are addressed and maintained. Ensures that CQI tools and processes are utilized to drive positive change efforts and sustain momentum.
3. **Anticipates change, quickly adapts to new circumstances and effectively manages transitions.** Envisions new challenges and plans appropriately. Engages others and successfully applies transition management principles when leading system-wide change.
4. **Leads effective problem solving efforts and encourages new ideas.** Builds capacity thorough convergent and divergent thinking practices. Launches and sustains initiatives that promote effective problem-solving and decision making at all positional levels. Leads others and holds self accountable for generating new ideas that contribute to cost-savings, increased efficiency or improved effectiveness.

Financial Manager

Does the executive's actions support optimal use of public funds and property?

1. **Exercises sound financial judgment from a strategic perspective.** Anticipates changing economic conditions and understands the interrelationships of multiple, financial factors. Addresses fiscal challenges through effective contingency planning. Manages within SCG budget limits. Effectively balances and shares resources. (i.e. human, technology and money.)
2. **Promotes and engages others in cost containment, savings &/or revenue opportunities.** Actively seeks new methods for achieving cost savings or producing revenue.
3. **Anticipates and manages risk.** Protects the financial resources by creating a safe and accident-free environment. Minimizes healthcare costs by promoting staff participation in wellness activities.
4. **Ensures responsible use of equipment and property.** Holds self and employees accountable for the responsible use of county-owned property and equipment.

Continuous-Innovative Learner

Is this leader competent in their leadership, professional, interpersonal and technical skills? Does this executive value diversity, inspire others to work at their highest potential and demonstrate a commitment to ongoing learning?

1. **Advances job competence and expertise.** Advances leadership, interpersonal, professional and technical competence as indicated in best practices.
2. **Actively participates in new learning activities and quickly applies acquired knowledge.** Continually seeks out learning activities that enhance skills, knowledge and abilities. Effectively applies new knowledge and skills. Inspires others to learn.
3. **Serves as a respected leader, coach, teacher and mentor.** Leads, coaches, teaches and mentors staff using contemporary-based leadership practices and adult education approaches. Displays a high degree of emotional intelligence. Leads groups to achieve maximum levels of team effectiveness.
4. **Creates a motivational climate that values diversity and encourages shared learning.** Creates a climate that inspires staff, on all levels, to work at their highest potential. Values diversity and ensures that diversity concepts are translated into everyday practices. Is non-defensive, open to feedback and receptive to learning new ideas.

Figure 6.



Human Resources
Administrative Services

Phone: 941-861-5261
Fax: 941-861-5824

SARASOTA COUNTY'S HIRING SYSTEM

HTTP://PATS.SARASOTACOUNTY.ORG



Joe Jacobson, Env. Specialist at Carlton

HR phone numbers:

Job Postings/PATS Questions:
Mary Kay Curcio 861-5261

**Recruiting Advertisement
Interview Assistance
Selection Assistance:**
Rick Baron 861-5809

Applicant Assistance:

Kathy Bryd 861-5806

Beth Smotherman

861-5261

Interview Process

- Greeting
- Introduction
- Describe position, including it's duties, benefits, and challenges.
- Conduct a "Realistic Job Preview", which is a description of the position which includes both good and bad things concerning this position.
- Describe the expectations of the position and what are the factors for success
- Knowledge, Skills, Abilities Questions
- Core Competencies Questions
- Answer applicant's questions
- Provide benefit information
- Describe next stages of selection process
- Follow-up with all applicants by phone, mail, or email after making final decision.



Carlton Treatment Plant



Sarasota County Government Employment Selection Worksheet

APPLICANT INFORMATION

Applicant Name: _____

Position: _____

BC / Department: _____

Interviewer's Name: _____

Interviewer's Title: _____

Interview:

- 1st
- 2nd
- 3rd

Type:

- Panel
- Supervisor
- Peer
- Customer
- HR Informational

Core Comp. Wheel:

- Executive
- GM/Managers
- Supervisors
- Employees

Interview Date: _____

Overall Applicant Rating: (See pg. 4): E A B

Individual Knowledge, Skills, Abilities/Behavior Rating Definitions:

(E) Exceeds =	Applicant demonstrates traits that significantly and consistently surpasses the Knowledge, Skills, Abilities, Core Competencies and Values.
(A) Achieves =	Applicant demonstrates traits that indicate the applicant can perform the Knowledge, Skills, Abilities, Core Competencies and Values to a fully acceptable level. This is a solid performer.
(B) Below =	Applicant demonstrates traits that indicate that potential performance falls below expectations for Knowledge, Skills, Abilities, Core Competencies and Values

Instructions

This worksheet is not a selection form and its intention is to guide the interviewer in addressing knowledge, skills, abilities, Core Competencies and values, during an interview. It can be also used to maintain information between interviews to refer back to interviews already conducted.

Your hiring decision should take all of these criteria in consideration. Interviews should be conducted on those applicants who hold the strongest qualifications from others who have passed the positions minimum qualifications. After interviewing, remember to follow-up with all applicants considered by either telephone or mail. Remember to maintain all records concerning interview and selection procedures on file with your business center HR representative.

Refer to your interview booklet for suggested interview questions and selection tools. If you have any questions, please contact Human Resources at 941-861-5261 or email apply@co.sarasota.fl.us.

PART A: INTERVIEW QUESTIONS

Instructions: **Decide which interview questions will be used during the interview. Create questions that evaluate the skill set related to the position, enterprise core competency or values. For enterprise core competency or values, refer to Sarasota County's Core Competency Selection Booklet for suggested questions.**

No.:	Question:	Core Competency OR Values OR Knowledge, Skill, Ability being evaluated	Outcome:
1.		<ul style="list-style-type: none"> ▪ Core Competency: Customer & Community Champion 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
2.		<ul style="list-style-type: none"> ▪ Core Competency: Financial Manager 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
3.		<ul style="list-style-type: none"> ▪ Core Competency: Process Improver/Capacity Builder 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
4.		<ul style="list-style-type: none"> ▪ Core Competency: Continuous – Innovative Learner 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
5.		<ul style="list-style-type: none"> ▪ Enterprise Value: Customer Service 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
6.		<ul style="list-style-type: none"> ▪ Enterprise Value: Cooperation & Teamwork 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B

No.	Question:	Core Competency OR Values OR Knowledge, Skill, Ability being evaluated	Outcome
7.		<ul style="list-style-type: none"> ▪ Enterprise Value: Honesty & Integrity 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
8.		<ul style="list-style-type: none"> ▪ Enterprise Value: Quality 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
9.		<ul style="list-style-type: none"> ▪ Enterprise Value: Stewardship 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
10.		<ul style="list-style-type: none"> ▪ Enterprise Value: Innovation 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
11.		<ul style="list-style-type: none"> ▪ Enterprise Value: Accountability 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
12.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
13.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
14.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
15.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B

No.	Question:	Core Competency OR Values OR Knowledge, Skill, Ability being evaluated	Outcome
16.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
17.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
18.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
19.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
20.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B
21.		<ul style="list-style-type: none"> ▪ Knowledge, Skill, or Ability: 	<input type="checkbox"/> E <input type="checkbox"/> A <input type="checkbox"/> B

Applicant Rating:

Indicate by an Overall Rating of performance during the year as Exceeds (E), Achieves (A) (Solid Performer), or Below Expectations (B). Combine KSA Results, Core Competencies and Values to obtain an overall rating.

EXCEEDS REQUIREMENTS _____ MEETS REQUIREMENTS _____ DOES NOT MEET EXPECTATIONS _____

Interviewer's Comments: (additional comments may be attached)

Interviewer's Comments (Conti.): (additional comments may be attached)

Recommendations for follow-up activity:

MANAGER'S HIRING CHECKLIST:

This is an optional checklist to help you manage the hiring process from recruiting to hire.

Position: _____ Dept./Division: _____

Hiring Authority: _____

Final Candidate's Name: _____ Start Date: _____

Final Candidates phone number: _____

HR Representative's Name: _____ Phone Number: _____

HR phone numbers:

Job Postings/PATS Questions:
Mary Kay Curcio
861-5815

Recruiting Advertisement Interview Assistance Selection Assistance:
Rick Baron 861-5809

Applicant Assistance:
Kathy Bryd 861-5806

Beth Smotherman
861-5261

Item:	Completed Date:
Get Position Number (if applicable)	
Position approval completed with Exec. Director, DCA signature. Copy to HR	
PATS Access set up for Hiring Authorities.	
Decide if job post should be internal, external, applicant pool, or advertise outside organization. How long to post.	
HR Rep. completed job posting and get recommendations for other advertisements.	
Log into PATS and review applicants several times a week during posting.	
Decide on applicants to interview.	
Conduct telephone interviews with select applicants.	
Shorten selected applicants list from telephone interview results.	
Decide on type of interviews (panel, management/peer, customer).	
Create interview question list and selection requirements.	
Develop writing assignment or practical examination, if applicable. (contact your HR Representative or HR Employment for assistance)	
Contact most qualified applicants for face to face interviews.	
Schedule other interviewers, conference room.	
Provide copies of applications, resumes, and selection worksheet to all interviewers. Have information for applicant (benefit brochure, department information, etc.)	
Meet with interviewers to discuss applicants, selection criteria, etc.	
Conduct interviews.	
Collect completed selection worksheets and interviewer' comments.	
Compare results from all interviews and make decision. Take into account qualifications, internal applicant, veteran's preference, diversity applicant. etc.	
Conduct reference checks on selected candidate.	
Get applicant choice approval from business center management including starting pay and other terms. (if applicable)	
Make conditional verbal offer to candidate (pending background investigation, physical, and drug screen (if applicable).	
Prepare and provide conditional offer letter to applicant. Make sure the applicant signs the letter in receipt before submitting applicant for background check, physical, etc.	
Coordinate with HR Rep. concerning hiring paperwork, background check, physical, etc.	
Send rejection emails or letters applicants not interviewed.	
Send rejection letters to applicant interviewed but not hired.	
Prepare for new hires first day. (Equipment issue, first day orientation, assignment of buddy, etc.)	
First Day: Provide orientation, performance expectations, welcome party, etc. Make sure applicant has been to Human Resources and all paperwork is completed.	