

CPTP

Statewide Competency Model

Behavior-Based Questions & Selection Activities



EXECUTIVE SUMMARY

The information contained in this document is based on the statewide competency assessment. The eight competencies discussed were found to be linked with high performance, regardless of job title or agency. In order to assist agencies in hiring individuals who possess these competencies, CPTP has provided behavior-based interview questions as well as selection procedures in some instances. Utilizing this information will ensure that agencies are hiring candidates with high potential.

While this document covers the eight statewide competencies, there are other competencies that may be required by individual jobs or specific agencies. To assist agencies in identifying these competencies, CPTP offers consulting services in which we will pinpoint those additional competencies. Once identified, CPTP will create a specific report and plan for your organization. This report includes the additional competencies and how to target, hire, and develop each individual competency identified as necessary. This is included in the services CPTP offers and is provided on a first-come first-served basis.

To request additional information or to schedule a meeting please contact Dana LeBherz at (225) 342-8541 (dana.lebherz@la.gov) or Glyn Hays at (225) 219-9438 (glyn.hays@la.gov).

JUDGEMENT AND DECISION MAKING

Analyzes problems by evaluating available info and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the department and/or state.

Behavior-Based Interview Questions

- Give an example of a time when you needed to make a decision without having all of the needed information. What did you do, what was your decision, and what was the result?
- When faced with having to make an important decision, what is your process?
- What was the last important decision you made at work? How did you make your decision and what was the result?
- Give an example of a situation in which you had to use your judgement in making a decision. What did you do and what was the outcome?
- Give an example of a time when you made a decision without taking into account all the needed information. What happened and what did you learn from the situation?
- Give an example of a time when you had to choose between several options but none of the options would help you completely meet your objective. How did you decide which option to choose? What was the result?
- Give an example of a time when you had to choose between several options, all of which would help you meet your objective. How did you decide which option to choose? What was the result?
- Give an example of a past situation in which you had to make a critical decision. What did you do and what was the result?

Selection Activities

- Give the candidate a case study in which a problem must be solved or a decision must be made. Have the candidate write out the process by which he or she made the decision and include the factors considered. Lastly, have the candidate explain his or her decision.

PROBLEM SOLVING

Gathers all necessary information, thoroughly states a problem and the desired result, contemplates the optimal process of achieving that result, summons assistance when necessary, and ultimately takes action.

Behavior-Based Interview Questions

- Give an example of a time when you were faced with an unexpected problem. What was it; how did you react? Were you able to solve the problem? If so, how? What was the result?
- What steps do you take when solving a problem?
- Give an example of a time when you were having difficulty solving a problem. Identify any obstacles that were causing the difficulty and how did you overcome it/them? What was the outcome?

- Some people prefer to solve problems on their own, while others tend to seek out help. Which category do you fall in? Give an example of a time in which you used that strategy; explain the problem, the decision you made, and the outcome?
- Give an example of a time when you identified a potential problem at work before anyone else noticed it. What was the problem, what did you do, and what was the outcome?
- Give an example of when you had to solve a problem that relied heavily on data and other information. How did you handle that? What did you decide and what was the outcome?
- When faced with a problem, how do you approach it? Give an example of a time when you encountered a problem that needed to be solved.

Selection Activities

- Give a case study detailing a problem faced by an organization. Ask the candidate to solve the problem. Ask for details explaining the problem solving process and factors that were considered, as well as how/why the decision was reached.

INITIATIVE

Does more than is required or expected in the job; does things that no one has requested that will improve or enhance products and services, avoid problems, or develop entrepreneurial opportunities. Plans ahead for upcoming problems or opportunities and takes appropriate action.

Behavior-Based Interview Questions

- When projects or initiatives are introduced at work, do you typically volunteer to help, wait to be asked for help, or try to avoid involvement? Give an example supporting your answer. What was the outcome?
- Give an example of a time when you went above and beyond the call of duty. What did you do and how did it affect your organization?
- When asked to do something you're unfamiliar with, how do you approach the task? Give an example.
- Give an example of a time when you had to overcome major obstacles to accomplish an objective.
- Give an example of a time when you were proactive in seeking out work. What did you do and what was the result?
- Given that we all have different personalities, how would you categorize yourself at work: proactive, reactive, or neutral? Give an example supporting your claim.
- Everyone needs different styles of supervision in order to perform effectively at work. Do you prefer very close supervision of your work or a more hands-off approach? Why?
- Give an example of a time in which you identified a change that could improve efficiencies or a process at your work. What was the change, what did you do, and what was the result?

Selection Activities

- Present the candidate a case study in which an organizational procedural problem is introduced. The candidate must come up with a process improvement. Additionally, the candidate should come up with a plan should the improvement encounter obstacles from management/others.

ACCOUNTABILITY

Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the Agency and State to maintain the public's trust.

Behavior-Based Interview Questions

- Tell us about a time when you made a mistake at work. What was the mistake, how did it come to light, how did you address it, and what was the outcome?
- Give an example of a time when you missed a deadline. What caused it, how did you handle it and what was the outcome?
- Give an example of a time when you did not take responsibility for a situation that you caused. Did you learn anything from that situation?
- Tell us about a time that you took responsibility for a failure. What was the failure, how did it affect your organization, what was the outcome? Also, what did you learn from the failure?
- Give an example of a time when your work performance was lacking and your supervisor confronted you about it. What was the issue, how did you handle the situation, and what was the outcome?
- Give an example of a time when you had multiple demands on your time. How did you ensure that you were available to meet the needs of your customers, as well as your coworkers and supervisors?

RESULTS ORIENTATION

Consistently delivers and surpasses required business results; sets and achieves achievable, yet aggressive goals; consistently complies with quality standards and meets deadlines; maintains focus on Agency and State goals.

Behavior-Based Interview Questions

- Give an example of a time when you went above and beyond the set expectations of your position. What did you do and how did it affect your organization?
- Give an example of a time when you held a coworker accountable for results. What did you do and what were the results?
- Give an example of a time when you took a risk in order to achieve a goal or objective. What was the risk, what were you trying to accomplish, and what was the result?
- Give an example of a time when you were working on a team that was having trouble accomplishing its objective. What was causing the problem, what did you do, and what was the result?

- Give an example of how you keep your organization’s mission and vision in mind when planning and performing work tasks.
- Tell us about a time when you set a goal for yourself and met it. What was the goal and what steps did you take to ensure that you successfully accomplished the goal?
- Tell us about a time when you were assigned a task that you did not want to complete. How did you handle it? Did you complete the task? If so, what steps did you take to ensure that you completed the task?

TEAMWORK AND COOPERATION

Cooperates with others to accomplish common goals; works with employees within and across his/her department to achieve shared goals; treats others with dignity and respect and maintains a friendly demeanor; values the contributions of others.

Behavior-Based Interview Questions

- Some people prefer to work alone, while others prefer to work on a team. Which do you prefer and why?
- Tell us about a time when you had to work on a team to accomplish an objective. What did you do, what was your role on the team, and what was the outcome?
- Give an example of a time when you had to work on a team with someone that you didn’t get along with. What happened, were there any issues during the project, what was your role on the team, and what was the result?
- Tell us about a time when you had to compromise. What was the situation, how did you accomplish it, and what was the result?
- What do you like best about working on a team and what do you like least about it? Give examples of a situation that demonstrates how each affected a team you were working on. What was the outcome in each situation?
- Give an example of a time when you had to work on a team that didn’t get along. What was the cause of the issue, how was it handled, and what was the result?
- When working on a team, which role do you typically assume? Why do you prefer that role?
- Give an example of a situation in which you were working on a team and there was a disagreement between members. What was the disagreement about? What did you do? What was the result of the situation?

Selection Activities

- Give the candidate a case study involving an issue in a team setting. Have the candidate diagnose the issue within the group, describe how the situation should’ve been handled properly, and explain how sound teamwork and cooperation would’ve mitigated the problem.

ETHICS AND INTEGRITY

Degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action. Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.

Behavior-Based Interview Questions

- Give an example of a time when you encountered dishonest behavior in the workplace. What was the situation, what did you do, and what was the result?
- Some define ethics as doing the right thing even when no one is looking. Give an example of when you did the right thing even though no one would ever know. What was your thought process?
- Tell us about a time when someone challenged your integrity. What was the situation, what did you do, and what was the result?
- Give an example of a time when you couldn't meet a commitment to a coworker or a client. How did you handle the situation? What was the outcome?
- Give an example of a time you found yourself in a situation where you had to tell the truth, even though it was difficult for you. What was the result? Were there negative consequences?
- Give an example of a time when you were asked to do something that you did not agree with. What was it, what did you do, and what was the result?
- Give an example of a time when you took a stand for something even though you knew that it was not a popular idea. What did you do and what was the outcome?

PROFESSIONALISM

Demonstrates awareness of one's impact on others' perceptions of both themselves and their organization. Consistently demonstrates traits, behaviors and characteristics that foster positive, productive, and respectful work relationships.

Behavior-Based Interview Questions

- Give an example of a time when your actions at work were perceived as unprofessional. What did you do, what was the outcome?
- Give an example of a time when your behavior resulted in an opinion being formed about your organization. Was it positive or negative?
- Give an example of a time when you had a heated disagreement with a coworker. What was it about, what did you do, and what was the result?
- Tell us about a time when you got into an argument with a customer. What was it about, what did you do, and what was the outcome?
- Give an example of a time when your level of professionalism made a positive impact in your organization. Give an example of a time when your lack of or perceived lack of professionalism had a negative impact on your organization.

- How would you define professionalism in the workplace and how can it have an impact on the organization?

Selection Activities

- Have the candidate write an essay regarding why professionalism is important in the workplace and how he or she exhibits it.