

Hennepin County's Online Interview Builder

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The Pitch

- Our mission
- Our process
- Our product

The Back Story

- County Competency Model
- Request for 'interview guide' built around competency model
- Inconsistent use of structured interviewing
- Significant time spent on individual consulting to construct behavioral interviews



Hennepin County Competency Framework

Directors

Customer Focus
Integrity and Trust
Create Vision and Purpose
Relationship Management
Managerial Courage

Managers

Customer Focus
Integrity and Trust
Manage Vision and Purpose
People Management
Planning and Resource Management

Supervisors

Customer Focus
Integrity and Trust
Carry Out Vision and Purpose
People Management
Planning and Delegation
Decision Making

All Employees

Customer Focus
Integrity and Trust
Support Vision and Purpose
Build Relationships
Resiliency
Technical Knowledge

Our Heroes Consider their Options

- Start with all-employee level
- Base on model from PDI's SfS
- Provide several questions per competency
- Provide anchors

How you gonna keep ‘em down on the farm...

- And then we saw the vendor product...
- And we lusted in our hearts
- And we had no money
- So we spoke to IT
- And they said
- “No”

Light bulb!

- We can build it ourselves, without IT
- Use static not dynamic content
- No programming required
- Content authored by generalists and selection specialist

Making it Happen

- “We used Lotus Notes, but it could have been FrontPage or any other Web software.”
- “The pages are located in a second database that allows only a fixed group to view.”
- “The questions are Microsoft Word documents that launch automatically from the page.”
- “The time to actually put it on the Intranet was relatively short...a couple of hours.”

OTOH...

- It took many hours to create the content (questions and anchors).
- “The preparation of the Word documents from a variety of authors in various states of completion took longer.”

Security Issues

- Almost a show-stopper
- Is it a problem if applicants can see this?
- Is it a problem if only SOME applicants (employees) can see this?
- How can we limit access?
- Solution: Lotus Notes id lists
- What are the implications if we want to do another level of the competency model?

Human Resources

[Employees](#) [Supervisors](#) [Forms](#) [Contacts](#) [HCNet](#) [Internet](#)

HR.Dept@co.hennepin.mn.us

[Benefits](#) [Diversity](#) [Jobs](#) [Safety](#) [Training](#) [SEARCH](#)

SUPERVISOR INFORMATION - HUMAN RESOURCES

Interview Questions by Competency

Employees:

- [Customer Focus](#)
- [Integrity & Trust](#)
- [Support Vision & Purpose](#)
- [Building Relationships](#)
- [Resiliency](#)
- [Technical Knowledge](#)

Related Links:

- [Competency Model](#)
- [Interview Guide](#)
- [Hiring Process](#)

Directors

*Customer Focus
Integrity and Trust
Create Vision and Purpose
Relationship Management
Managerial Courage*

Managers

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People Management
Planning and Resource Management*

Supervisors

*Customer Focus
Integrity and Trust*

SUPERVISOR INFORMATION - HUMAN RESOURCES

Interview Questions Home Page

[Building Relationships Definition](#)

Other Competency Questions

- [Customer Focus](#)
- [Integrity & Trust](#)
- [Support Vision & Purpose](#)
- [Resiliency](#)
- [Technical Knowledge](#)

Related Links:

- [Competency Model](#)
- [Interview Guide](#)
- [Hiring Process](#)

Interview Questions: All Employees Building Relationships

Click on the question(s) you want to use. When the **Word** document opens, print and use as an interview worksheet.

1. [Describe a dispute you had with a co-worker and how you resolved it.](#)
2. [Tell me about a time when you had to explain or present something about your work to people who weren't familiar with what you do or weren't knowledgeable about your field. How did you get your point across?](#)
3. [Describe an incident where you went out of your way to develop a good working relationship with a co-worker.](#)
4. [Tell me about a time when you were effective in helping a co-worker.](#)
5. [Think about the best team you ever worked on – what did you personally do to help the team be effective? What did you see as your strengths on the team and how did you apply your strengths to the advantage of the team?](#)
6. [Tell me about a co-worker who was very different from you and how you forged a working relationship with that person.](#)
7. [Tell me about two supervisors you worked for who were different from each other and how you related to each one.](#)

Date:

Candidate:

Interviewer:

Building Relationships (Note – listening behaviors emerge in the interview itself)

Tell me about a co-worker who was very different from you and how you forged a working relationship with that person.

- What was the situation the applicant described?
- How did the applicant behave in the situation?
- What was the outcome of the situation and the behavior?

Notes:

Negative responses	Observed	Positive responses
Failed to note or consider others' feelings or reactions in difficult situations.		Made an effort to consider others' thoughts and feelings.
Failed to consider individual difference and ignored the style and approach of others.		Was sensitive to individual differences and adapted own style and approach to be most effective.
Disparaged particular individuals or groups, including choosing not to work with certain qualified individuals.		Recognized, respected, and worked with people who have different personalities and styles.

Date: _____

Case #/ID: _____

Info source: _____

Building Relationships (Note – learning behavior emerges in the interview itself)

Tell me about a co-worker who was very different from you and how you forged a working relationship with that person.

- What was the occasion the acquaintance?
- How did the acquaintance behave in the occasion?
- What was the context of the occasion and the behavior?

Note:

Alleged responses	Observed	Field vs. responses
Failed to select specific others, tend to give confidants as default others.		Failed to articulate specific others, strength and timing.
Failed to describe individual differences and generalizability and approach of others.		Was consistent in individual differences and adapted over time and approach to formal others.
Expanded on others in context of groups, including choosing who work with when general individuals.		Strongly consistent, reported and related with people who had different personalities and styles.
Described a social of relationships and others.		Linked to other possibilities with an open mind.
Failed to ask or state how he/she is finding common ground.		Found common ground with specific others.
Did not take in a broader or detailed understanding of setting, meaning.		Linked to others in what others used and observed but not in what they said.
Delimited others to being specific, personal or contextual.		Applied others to being specific, personal, social and contextual.
Was not dependent on individual characteristics of others, etc.		Linked to others in others.
Was not interested in connection.		Shared information and connection with others.
Did not find ways to work with the acquaintance as different people.		Shared being, tendency to work with different people.
General statements of similarity, generalization.		Formally, informal connection building.
Failed to follow through expressions, and was long and did not finish.		Followed through end of relationships and how, result etc.
Thought he/she had the right kind of person.		Linked and responded to others, what the acquaintance others.
Did not think about how he/she related others, data, functions in the context.		Described an approachability, shared empathy and respectful to others.
Was not very appreciative of the person.		Displayed appropriate maintenance in working relationships.

Indifference Dislike Dislike

- New
- Open... Ctrl+O
- Save Ctrl+S
- Save As...**
- Page Setup...
- Print... Ctrl+P
- Send
- Import and Export...
- Properties
- Create Shortcut
- Delete
- Rename
- Properties
- Work Offline
- Close

Building Relationships (Note - listening behaviors emerge in the interview itself)

Describe about a co-worker who was very different from you and how you forged a working relationship with that person.

What was the situation the applicant described?
How did the applicant behave in the situation?
What was the outcome of the situation and the behavior?

Negative responses	Observed	Positive responses
Failed to note or consider others' feelings or reactions in difficult situations.		Made an effort to consider others' thoughts and feelings.
Failed to consider individual difference and ignored the style and approach of others.		Was sensitive to individual differences and adapted own style and approach to be most effective.
Disparaged particular individuals or groups, including choosing not to work with certain qualified individuals.		Recognized, respected, and worked with people who have different personalities and styles.
Devalued or mocked the perspective of others.		Listened to other possibilities with an open mind.

Saves this document as a file.

For more information

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Date:

Candidate:

Interviewer:

Integrity and Trust

- **Tell me about a time when you spoke up or took action when it would have been easier to just look the other way.**

Situation:

Behavior:

Outcome:

Notes:

Negative responses	Observed		Positive responses
Avoided difficult issues or confronting performance problems.			Courageously addressed difficult issues even though it might have been uncomfortable to do so.
Provided negative feedback that was indirect, confusing, or harsh.			Gave a candid, tactful assessment of coworker's own strengths and developmental needs.
Refused to dedicate time, energy, or other resources toward enhancing others' effectiveness.			Was willing to invest time, energy, or resources to enhance others' effectiveness.
Failed to explain decisions despite requests to do so.			Explained to others decisions that were difficult to make and involved complex or hard issues.
Failed to follow or misinterpreted guidelines, procedures, and Data Practices Act.			Followed guidelines, procedures, and Data Practices Act.

Ineffective

①

Effective

②

Highly effective

③

Date:

Candidate:

Interviewer:

Integrity and Trust

- **Describe a situation where you made a mistake on the job.**

Situation:

Behavior:

Outcome:

Notes:

Negative responses	Observed	Positive responses
Viewed another person's feelings as irrational or unreasonable.		Considered with respect the values, feelings and priorities of all parties involved.
Avoided difficult issues or confronting performance problems.		Courageously addressed difficult issues even though it might have been uncomfortable to do so.
Continued to dwell on mistakes or make same mistake over and over. Failed to learn from mistake.		Quickly recovered from mistakes and applied "lessons learned" to new situations.
Blamed others or rationalized own mistake to avoid taking responsibility.		Accepted responsibility for own mistake and moved on.
Failed to explain decisions despite requests to do so.		Explained to others decisions that were difficult to make and involved complex or hard issues.
Failed to follow or misinterpreted guidelines, procedures, and Data Practices Act.		Followed guidelines, procedures, and Data Practices Act.
Failed to address repercussions of own mistakes.		Took corrective action to remedy effects of own mistakes.

Ineffective

①

Effective

②

Highly effective

③

Date:

Candidate:

Interviewer:

Integrity and Trust

- **Tell me about a recent time when you had to give negative feedback to a co-worker.**

Situation:

Behavior:

Outcome:

Notes:

Negative responses	Observed		Positive responses
Viewed another person's feelings as irrational or unreasonable.			Considered with respect the values, feelings and priorities of all parties involved.
Avoided difficult issues or confronting performance problems.			Courageously addressed difficult issues even though it might have been uncomfortable to do so.
Provided negative feedback that was indirect, confusing, or harsh.			Gave a candid, tactful assessment of coworker's own strengths and developmental needs.
Refused to dedicate time, energy, or other resources toward enhancing others' effectiveness.			Was willing to invest time, energy, or resources to enhance others' effectiveness.

Ineffective

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Effective

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③

Date:

Candidate:

Interviewer:

Integrity and Trust

- **Describe a time you had to take an unpopular position at work.**

Situation:

Behavior:

Outcome:

Notes:

Negative responses	Observed	Positive responses
Viewed another person's feelings as irrational or unreasonable.		Considered with respect the values, feelings and priorities of all parties involved.
Avoided difficult issues or confronting performance problems.		Courageously addressed difficult issues even though it might have been uncomfortable to do so.
Provided negative feedback that was indirect, confusing, or harsh.		Gave a candid, tactful assessment of coworker's own strengths and developmental needs.
Failed to explain decisions despite requests to do so.		Explained to others decisions that were difficult to make and involved complex or hard issues.

Ineffective

①

Effective

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Highly effective

③

Date:

Candidate:

Interviewer:

Integrity and Trust

- **If you have ever had to deal with confidential information, what did you have to do to ensure that the information remained confidential – how did you protect that information?**

Situation:

Behavior:

Outcome:

Notes:

Negative responses	Observed		Positive responses
Failed to follow or misinterpreted guidelines, procedures, and Data Practices Act.			Followed guidelines, procedures, and Data Practices Act.
When made aware of a risk to confidential information failed to act or to bring it to someone's attention.			Proactively took steps to ensure confidentiality.

Ineffective

①

Effective

②

Highly effective

③