

Village of Hales Corners

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Hales Corners, WI 53130
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James R. Ryan Municipal Building

Fire and Police Commission Village of Hales Corners

Meeting Notice and Agenda

January 21, 2025 (Tuesday) - 6:30 p.m.

Notice is hereby given that the Fire and Police Commission of the Village of Hales Corners will meet at the above date and time at the **Village Hall (Board Room)**, 5635 South New Berlin Road, Hales Corners.

Notice is given that - a majority of the Village Board of Trustees may attend this meeting to gather information about an agenda item over which they may have decision making responsibility. This meeting may constitute a meeting of the Village Board per *State ex rel. Badke v. Greendale Village Board*, even though the Village Board will not take formal action at this meeting.

1.0 Call to Order and Roll Call

2.0 Approval of Minutes

2.1 Minutes from December 17, 2024 regular meeting.

3.0 General Business

3.1 Succession Planning - Police Chief Hiring Process

3.1.1 Process Review

3.1.2 Forms Review

3.1.3 Interview Question Development

Notice is given that - the Fire & Police Commission may enter closed session pursuant to Wis. Stat. §19.85(1)(c), for consideration of the employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility to review internal candidate succession planning for the Police & Fire Departments over which the governmental body has jurisdiction or exercises responsibility, and to re-enter open session at the same place thereafter to act on such matters as discussed therein as it deems appropriate.

4.0 Set: Date, Time and Location of next Fire & Police Commission meeting

5.0 Adjournment

Eric Cera, Police Chief
January 15, 2025

Hearing or speech impaired persons who require special services should notify the Village Clerk's office in advance of the meeting at 414-529-6161.

President Riemer called the meeting to order at 6:30 PM.

1.0 Roll Call – Present: President Riemer, Commissioners; Dzick, Mixon, Schwartz and Smyczek.
Staff Present: Police Chief Cera, Fire Chief Jaskulski, Police Lieutenant Jacobi and Police Lieutenant Henner. Absent: Trustee Liaison Chesney. Audience: Trustee Bennet.

2.0 Approval of Minutes

- 2.1** September 17, 2024 – Motion (Schwartz/Dzick) to approve as presented. Motion passed 5-0-0.
- 2.2** October 22, 2024 – Motion (Schwartz/Mixon) to approve as presented. Motion passed 5-0-0.
- 2.3** October 29, 2024 – Motion (Mixon/Schwartz) to approve as presented. Motion passed 5-0-0.
- 2.4** November 20, 2024 – Motion (Mixon/Smyczek) to approve as presented. Motion passed 5-0-0.

3.0 General Business

3.1 Chief Reports

3.1.1 Police Chief Report for third quarter – Chief Cera solicited questions. President Riemer asked if staffing levels were not yet full with the multiple recent appointments made. Cera explained that despite the multiple new hires due to turn over the net position of staffing to begin next year will be the same as the current year started; one down. Commissioner Dzick asked if there were any trends within the calls for service. Cera replied that self-initiated activity was consistent but that calls for service were trending upward. Crime wasn't as much the issue as responses due to Rapid SOS type calls and code enforcement activities. A brief explanation of the nature of these automated emergency calls was provided. Trustee Bennet added that one of these occurred during a Board meeting so she could attest to the trying nature of them. President Riemer asked for specifics about why it was decided to switch management platforms for the department's general orders. Cera answered it will save the Village \$10,000.

3.1.2 Fire Chief Report for third quarter – Chief Jaskulski presented. He summarized every item in the report and emphasized several items. Call volume is up considerably. The department will be at full staff on January 1st and the department is currently paying one of the top wages for Firefighter-Paramedics. The process for resuming Paramedic operations will begin January 1st and is estimated to be completed in September. The delivery of the new engine has been delayed. The department saved \$120,000 through a cooperative grant for self-contained breathing apparatus. The Fire Inspector will take over code enforcement duties for the Village. Commissioner Dzick asked if revenues will increase due to the higher level of service and President Riemer asked when those increases might be established. Jaskulski replied affirmatively and also advised rates are scheduled to be adjusted next year regardless. He further clarified that the increase will not be primarily from the rate increase but from the increased volume of transports. Jaskulski also said paramedic status will provide an equal basis to negotiate consolidation agreements. Dzick asked if the switch to paramedic would impact the department's involvement in Shared Services. Jaskulski replied that it wouldn't negatively affect it. He further explained that there are constant adjustments system wide to response plans based upon available staff and apparatus and detailed some historical and recent changes. He made clear moving to paramedic will be extremely beneficial to both our community and neighbors.

3.2 Action Item

3.2.1 Appointment of Police Officer – A motion was made (Smyczek/Schwartz) reappoint C. Birmingham to the position of Police Officer, effective January 1st, 2025 subject to a one-year probationary period. Motion passed 5-0-0.

3.3 President's Report

3.3.1 Succession Planning

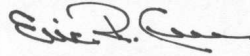
Chief Cera provided suggested promotional process benchmarks for both the Fire and Police Chief positions which coincide with the regular FPC meeting and Village budgetary cycle. President Riemer inquired if the process for both positions needed to be run concurrently. The Chiefs replied it would be advisable. Chief Jaskulski suggested posting after March stating it will be fine because both Chiefs will remain flexible and respectful enough to the needs of the Village to not leave at exactly the same time. It was decided to revisit the discussion in March. Commissioner Mixon advised on the need to complete the tasks of; job description review, develop interview questions, develop a competency rubric, decide on the necessity for drug or psychological testing and the breadth of background investigations in the interim. Riemer advised he would also reach out to Administrator Kulik for any directions or concern she may have. Commissioner Dzick expressed appreciation at the succession work done by the Chiefs to put the commission in a good position to hire internally and have an efficient process.

4.0 Confirm Date, Time and Location of next Fire & Police Commission meeting –

Next regular meeting set-

March 11, 2025 at 6:30 PM, Firehouse (Training Room)
10000 W. Forest Home Avenue, Hales Corners.

5.0 Adjournment – Motion (Smyczek/Schwartz) to adjourn at 7:22 PM; Motion passed 5-0-0.



Prepared by: Eric R. Cera, Police Chief



HALES CORNERS POLICE DEPARTMENT

MEMORANDUM

Date: March XX, 2025
From: Fire and Police Commission President Scott Riemer
To: All Supervisors
Subject: Police Chief Promotional Process

Dear Police Department Staff,

In compliance with General Order – *Promotional Processes* this is to be considered the official written posting for a promotional opportunity for the Chief of Police position. A hard copy of this memorandum is to be placed in the Department's *Roll Call* binder and may also be emailed in an electronic format to suitable managerial and supervisory employees.

I. Vacant position – Chief of Police. Job Description is – *Police Chief* (version 01/01/25.)

II. Schedule of relevant dates –

1. Month ##, 2025 - Posting.
2. **Month ##, 2025 - Deadline for the submission of letters of interest and resumes.**
3. Dates ##-##, 2025 - Oral Interviews. These will be scheduled individually.
4. Month ##, 2025 – Recommendation of appointment by Fire and Police Commission.
5. Month ##, 2025 – Appointment by Village Board of Trustees.
6. February 6, 2026 – Tentative start date.

Please note that these dates are subject to change due to the needs of the service.

III. Eligibility requirements –

1. Open to all police; Sergeants, Lieutenants and Captains of the department with a minimum of eight years police experience and five years of combined supervisory and managerial experience.
2. Meet qualifications specified in Job Description - *Chief of Police*.
3. Possession of a Bachelor degree in the fields of Criminal Justice or Public Administration.
4. Completion of an advanced law enforcement specific managerial course, or the ability to do so within one year of appointment.

5. Must pass testing procedures which may include: oral interview, fingerprint background and drug screening.
6. A favorable administrative recommendation will not apply for this process; however, a record of consistent and favorable performance evaluations is a must.
7. **Submission of a letter of interest and resume to the Fire and Police Commission for consideration.**

IV. Process description –

1. Testing.
 - a. There is no written test for this position.
2. Evaluation. Suitability for the position will determined via:
 - a. Documented training and experience relevant to the job description.
 - b. Employee job performance.
 - c. Time in grade.
 - d. Education.
 - e. Oral Interview with Fire and Police Commission.
3. Selection.
 - a. Selection will be made by the Fire and Police Commission.
4. Appointment.
 - a. Appointment will be made by the Village Board of Trustees subject to a one year probationary period.

All promotion and hiring practices will conform to the Village of Hales Corners Affirmative Action Plan. Appointments will be made by the Chief of Police with approval of the Police and Fire Commission. §62.13 will guide their procedures.

Respectfully,

Scott Riemer
President
Fire & Police Commission

HALES CORNERS FIRE AND POLICE COMMISSION

POLICE CHIEF EVALUATION REPORT

NAME: **Eric R. Cera**
EVALUATION PERIOD: **January 20XX to December 20XX**

ASSESSMENT:

Outstanding	Exceeds Fully	Fully Satisfactory	Minimally Satisfactory	Unsatisfactory
5	4	3	2	1

KNOWLEDGE

- (5) Advised or assisted subordinates in criminal or other investigations -
- (5) Took direct command in law enforcement operations
- (18) Reviewed and recommended as appropriate license applications
- (7) Represented Department at varied local law enforcement associations

MANAGEMENT

- (14) Accomplished department objectives within 20XX budget
- (13) Maintains an effective staffing level
- (9) Administered provisions of collective bargaining agreement with confidence
- (8) Evaluated and revised methods, technologies, and programs to increase efficiency
- (6) Ensured effective wireless communications for the Village Departments
- (4) Determined employee training requirements and professional development standards

PLANNING

- (14) Developed an effective budget to meet program needs
- (3) Accurately determined equipment, facility, material, and supplies
- (4) Developed effective performance measures and goals for employees
- (4) Established clear professional standards of conduct

COMMUNICATION

- (1) Maintained compliance with all mandatory reporting requirements
- (1) Submitted timely and accurate reports to Fire and Police Commission
- (10) Attended public functions and maintained positive community relations
- (11) Effectively handled media requests and provided public information

PROBLEM SOLVING

- (8) Evaluates and implements technologies and programs to meet community needs
- (15) Responsive to requests from Fire and Police Commission and Village Board
- (15) Maintains harmonious working relationship with other Departments
- (9) Provided neutral and effective assistance during labor negotiations
- (12) Assured veracity of internal investigations and administered discipline when necessary

LEADERSHIP

(2) Respectfully followed all policies, regulations, and orders given
(16) Promoted and followed safe working practices
Fostered environment of professionalism, morale, and Esprit de corps.

COMPOSITE SCORE:

Outstanding	Exceeds Fully	Fully Satisfactory	Minimally Satisfactory
>108	>81	>54	>27

COMMENDATIONS:**REPRIMANDS:****JUSTIFICATION - OUTSTANDING OR UNSATISFACTORY:****EMPLOYEE'S REMARKS:**

/ Date

Eric R. Cera / Date

Respectfully submitted to, _____, on _____.

HALES CORNERS FIRE and POLICE COMMISSION

JOB DESCRIPTION			
TITLE POLICE CHIEF			
EFFECTIVE 09/16/02	LAST UPDATE 01/01/25	REVIEW PERIOD Biennial	PAGES SIX
Rescinds and Replaces Hales Corners Police Department's <i>General Order 901 Chief of Police</i>			

POSITION PURPOSE:

Ensure the safety and welfare of the Hales Corners citizens and their property by effectively planning, directing, and controlling the operation of the Police Department.

NATURE AND SCOPE:

The Village of Hales Corners has a population of 7,800 residents and is located in the southwest portion of Milwaukee County, in the southeast portion of the State of Wisconsin, covering 3.2 square miles. The Police Department enforces applicable local, state, and federal laws. It responds to requests for services by Hales Corners residents and to requests for aid by county agencies, state agencies, and by police departments of the Suburban Mutual Aid Response Team. In addition to law enforcement, the department provides various community service programs and safety information to interested groups or individuals.

This is highly responsible professional, administrative, and managerial work in planning, organizing, and directing the activities of the Police Department. Work involves assuring that laws and ordinances are enforced, that criminal offenders are apprehended, and that measures are implemented to prevent crimes and protect lives and property. Work also involves determining overall plans and policies to be followed in conducting police operations. Supervision is exercised over all employees of the department including: a police captain, lieutenants, sergeants, detectives, police officers, clerks, police aides, and crossing guards, who provide staff support in the day-to-day operations of the department by following directives given by the Chief of Police.

Work is performed with wide latitude in interpreting and applying policies, rules, and regulations under the authority of the Village Board of Trustees which evaluates overall program effectiveness.

PRINCIPAL ACCOUNTABILITIES:

The Chief of Police is evaluated on the demonstrated ability to effectively manage the Police Department, prevent and solve crimes in a discretionary and fair manner, provide emergency services to the community, respond to police-related community needs, and provide other routine public safety programs; all in an impartial, effective, and fiscally responsible manner.

1. Preserve the peace by enforcing the laws of the Village of Hales Corners and State of Wisconsin and directing efficient patrol and investigation functions.
2. Manage a cost-effective police program through the effective utilization of department personnel.

3. Promote uniformity in the administration of the Department by conferring with subordinates and giving appropriate directives that reflect Village and departmental policy.
4. Ensure the efficient administration of the Department through a general inspection of all department personnel on an annual basis and by implementing other necessary control measures.
5. Ensure the efficient operation of the Department by keeping daily work records and personnel rating sheets for all Police personnel.
6. Appoint and promote department personnel by assessing past performance and departmental needs, subject to the approval of the Fire and Police Commission.
7. Keep the Village President, Trustees, and Fire and Police Commissioners up-to-date on police related actions and emergencies through the distribution of timely and accurate reports.
8. Assist Village Officials in the annual budgetary process by preparing and submitting projected expenditures for the Police Department in the coming year.
9. Minimize or prevent loss of life and property by effectively coordinating emergency plans with other Village departments and by personally assuming command of public protective services during crises.
10. Contribute to the safety and protection of Village life and property through effective safety programs, traffic patterns, and crossing guard services for school children.
11. Contribute to the solution of inter-jurisdictional cases by working effectively with other law enforcement agencies.
12. Encourage awareness and respect for the law in the Village residents through effective public relations, school education programs, juvenile programs, and the like.

ESSENTIAL JOB FUNCTIONS

1. Plans, organizes, and directs the programs and activities of the Police Department; reviews complaint and accident reports; determines data requirements, records, and reports needed for management of department, submits reports to the Fire and Police Commission.
2. Respect, uphold and enforce all policies and procedures, rules and regulations, written, and verbal orders applicable to the position functions.
3. Determines personnel, equipment, facility, materials, and supply needs.
4. Supervises directly and through subordinate supervisors, a staff of law enforcement and civilian employees; establishes and enforces rules and regulations and policies and procedures; prepares performance evaluation reports; develops ongoing mentoring/developmental goals and programs for subordinates; prepares performance goals and evaluations for subordinates; determines training requirements and implements program; establishes and administers promotional process procedures, recommends candidates for promotion.

5. Advises and assists subordinates in criminal or other investigations; assumes direct command of forces in emergency situations or major law enforcement operations; serves as Emergency Management Director for the Village.
6. Liaisons with the Village's emergency communications contractor and the Municipal Court. Evaluates the quality of communication services and cooperative effectiveness provided by those personnel.
7. Represents the Police Department and participates in and attends meetings of regional, state, and national law enforcement associations, and numerous professional, governmental, and community groups.
8. Assesses community crime prevention and traffic safety needs; investigates new methods, technologies, laws, and programs to strengthen and improve current levels of service; recommends new or revised programs and activities.
9. Participates in negotiations between the Village Board and the department employees' collective bargaining unit. Administers the Collective bargaining agreement.
10. Attends and participates in public functions for the purpose of promoting crime prevention, law enforcement, and establishing favorable public relations.
11. Promulgates, and/or authorizes, and supervises media releases.
12. Assures the veracity of internal investigations, responds to citizen complaints; administers discipline. The Chief of Police may suspend, discharge or punish any member of the department found guilty of violating any of the rules and regulations, policies and procedures, written or verbal orders of the Department, so long as punishment is consistent with the laws of Wisconsin and the Village of Hales Corners.
13. Establishes and administers an effective recruiting strategy. Hires non-sworn and recommends the appointment of sworn personnel.
14. Develops a proposed annual budget for the department and submits to the Village Board of Trustees, manages the department within the budget.
15. Responds to inquiries and complaints of the Fire and Police Commission, Village Board, Village Administrator, other Village Departments' staff, and the general public.
16. Promotes and follows safe work practices.
17. Provides effective and efficient customer services and promotes and maintains responsive community relations.
18. Reviews all permits and license applications for approval and makes recommendations regarding building security, parking and traffic flow patterns.
19. Performs all other related work as required.

JOB REQUIREMENTS

ESSENTIAL REQUIREMENTS:

1. Integrity - Personal and professional integrity is mandatory and must have been demonstrated to the satisfaction of the Police and Fire Commission and the Village Trustees; either through personal knowledge, or written and verbal confirmation from prior employers and members of the community.
2. Leadership - Provides a role model for subordinates and members of the community in applying the laws, and the attitude toward their enforcement. Understands the diverse makeup of our society and responds accordingly, both personally and professionally.

EXPERIENCE:

1. Three or more years of satisfactory performance in a senior management position in law enforcement or equivalent.
2. Demonstrated ability to exercise the judgment, decisiveness and creativity required in stressful, life threatening, and otherwise dangerous situations involving the evaluation of available information against measurable criteria.
3. Demonstrated ability to interpret and to apply policies, procedures and standards to specific situations.
4. Demonstrated ability to meet budgets; demonstrated ability to meet performance goals; demonstrated ability to deliver protective services to the community's satisfaction.
5. Demonstrated experience with police departments in smaller communities at a management level.
6. Demonstrated record of investment in law enforcement field; demonstrated understanding of police practices and procedures and administration; demonstrated knowledge of standards by which the quality of police service is evaluated.

REASONING REQUIREMENTS:

1. Ability to use functional reasoning, apply rational judgment, and proactive creativity in performing diversified police work activities.
2. Ability to analyze and categorize data and information in order to determine the relationship of the data with reference to established criteria/standards. Ability to record, classify, differentiate, sort, transcribe, count, compare, tabulate, measure, and sort data; as well as the ability to convert data to information.
3. Ability to utilize a variety of advisory data and information such as incidents/accident reports, citations, warrants, intelligence reports, crime scene diagrams, teletype messages, court documents, training materials, statement forms, police operations manuals, technical operating manuals, statutes, ordinances, textbooks, investigation manuals, intelligence files, motor vehicle records, driver histories, criminal histories, procedures, guidelines and non-routine correspondence.
4. Ability to add, subtract, multiply, divide, and calculate percentages, fractions, and decimals. Ability to interpret basic descriptive statistical reports.

COMMUNICATION REQUIREMENTS:

1. Demonstrated excellent verbal and written skills.
2. Ability to effectively communicate orally in stressful situations.
3. Ability to motivate subordinates to meet goals.
4. Ability to counsel, mediate, and provide positive feedback.
5. Ability to persuade, convince, and/or train others.
6. Demonstrated ability of involving appropriate stake holders in the decision making process.
7. Ability to represent Department and Village in meetings of regional, state and national law enforcement organizations.
8. Ability to participate in public functions for the purpose of crime prevention and establishing favorable public relations.
9. Ability to inform and assist Village elected and appointed officials, councils, departments and employees in related matters; ability to maintain good, working relations with other organizations and other communities to assist in overall protective services.
10. Ability to work with members of the bar, courts, and others to further public safety objectives.

EDUCATIONAL REQUIREMENTS:

1. Bachelor's degree (or higher) with preference given to field of study in law enforcement, public management, or business administration
2. Successful completion of an industry standard advanced law enforcement specific leadership and managerial prep course.
3. Continued education and training in organizing, staffing, motivating, planning, policy making, coordinating and controlling is also desirable to assure effective and professional law enforcement.

NECESSARY SPECIAL REQUIREMENTS:

1. Possession of a valid Wisconsin class D Driver's License.
2. Possession of, or the ability to obtain, certification as a Police Officer under the requirements established under Section 165.85(4), Wisconsin Statutes and verified by the Wisconsin Department of Justice - Training and Standards Board, and the ability to maintain annual certification.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Ability to work under unsafe, life threatening, dangerous and uncomfortable conditions where exposure to environmental factors such as temperature variations, odors, toxic agents, violence, noise, wetness, machinery, traffic hazards, disease and/or dust can cause discomfort and where there is a risk of injury and death.
2. Ability to talk and hear.
3. Ability to sit frequently and for extended durations.
4. Ability to operate, maneuver and/or steer equipment and machinery with some requiring complex, rapid and continuous adjustments, such as: police squad car, emergency communications equipment, firearms, baton, OC spray, restraint devices, electronic control devices.
5. Ability to operate basic office equipment such as: computer terminal, fax machine, calculator, telephone, tape recorders, camera, evidence collection equipment, and measuring devices.
6. Ability to coordinate eyes, hands, feet and limbs in performing skilled movements such as operating firearms, police vehicles, and in restraining/subduing individuals.
7. Ability to exert mildly heavy physical effort in moderate to heavy work, typically involving some combination of running, climbing and balancing, stooping, kneeling, crouching, crawling, lifting, carrying, pushing, and pulling. The employee must occasionally lift and/or move more am 100 pounds.
8. Ability to exert sufficient physical force to subdue or restrain combative/violent individuals.
9. Ability to recognize and identify similarities and/or differences between characteristics of colors, forms, sounds, tastes, odors, and textures associated with job-related objects, materials and tasks.
Specific vision ability required by this job includes close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

ISSUED BY: Tom Sobocinski President Fire and Police Commission	HISTORY: Effective: 01/15/2019 Review: ERC 06/21/2022 Revised: ERC 01/01/2025	
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1. What is the Mission Statement of the Hales Corners PD?
Considering the responsibilities of your current job –
2. What do you like most about it?
3. What do you like the least?
4. As you understand it, what is the job that you are applying for?
5. Why does the job appeal to you?
6. How important is it to make others feel like they are being listened to?
7. What do you do when someone challenges what you are saying?
8. What have you done to prepare yourself to be a supervisor?
9. What kinds of problems have people recently called on you to solve?
How did you advise them?
10. When you have a problem, describe your process for solving it.
11. Could there be circumstances for violating procedures?
12. How do you determine when those circumstances exist?
13. Is it possible to maintain fluctuating standards?
Why?
14. Can you cite any of the Core Values of the Department?
15. Duty, Service, Life, Cooperation, Integrity, and Humility are the Core Values. Which is the most important to you?

HALES CORNERS POLICE DEPARTMENT

	GENERAL ORDER		
	TITLE PROMOTIONAL PROCESSES		
	NUMBER:	EFFECTIVE 01/11/03	LAST REVISED 12/04/19
	REVIEW PERIOD Biennial		PAGES 3
<i>NOTE: This General Order is for internal use only and does not enlarge an officer's civil or criminal liability in any way. It should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of this directive, if proven, can only form the basis of a complaint by the department, and then only in a non-judicial administrative setting.</i>			

I. POLICY

It is the policy of the Hales Corners Police Department to establish and maintain a standardized, reasonable and effective promotional system that will provide valid job-relevant information to ensure the most qualified candidates are promoted.

The promotional and selection processes must meet the legal, professional, and administrative requirements established for such procedures. The Chief of Police shall have the responsibility and authority to administer the promotional process for the department. The various steps in the processes shall be job related and non-discriminatory.

In accordance with Wisconsin State Statutes, it is the responsibility of the Chief to select individuals for promotion, subject to the approval of the Hales Corners Fire and Police Commission.

II. PROMOTION PROCEDURES

Prior to any promotion taking place, the Chief shall announce the pending process and ask for interested officers to apply by a specified deadline. The announcement shall be made in writing and posted in the *Roll Call* binder. The announcement shall contain, at a minimum:

- A. A description of the position that is vacant.
- B. A schedule of relevant dates/times/locations for steps in the process, if known at the time of the announcement. If not known, candidates will be informed as soon as possible when such information is available.
- C. A description of eligibility requirements.
- D. A description of the process to be used in the testing, evaluation, and selection of personnel for the vacancy
- E. All promotion and hiring practices will conform to the Village of Hales Corners Affirmative Action Plan.
- F. Selections for all positions, except Chief of Police, will be made by the Chief and appointed by the Fire and Police Commission. §62.13 will guide their procedures.

- G. Selection of the Chief of Police will be made by the Fire and Police Commission and subject to the approval of the Village Board. §62.13 will guide their procedures.

III. ELIGIBILITY REQUIREMENTS

For an internal promotional process to commence there must be eligible candidates who -

A. Police Officer Promotion:

1. Are a certifiable Police Officer by the WI DOJ Training and Standards.
2. Currently possess a High School Diploma or GED and have at least 60 college credits.
3. May pass testing procedures; written, oral, medical, drug screen, psychological examination, and background investigation as specified in General Order – *Recruitment and Selection*;
4. To meet qualifications specified in - *Police Officer Job Description*
5. Obtain a favorable supervisory recommendation.

B. Sergeant Promotion:

1. Are a sworn officer with a minimum of 4 years of police patrol experience.
2. Have consistently positive measurable performance as a police officer.
3. May pass testing procedures prescribed by the Chief which may include written, oral, physical agility and psychological examinations;
4. To meet qualifications specified in - *Sergeant Job Description*.
5. Obtain a favorable supervisory recommendation.

C. Lieutenant:

1. Are a sworn officer with a minimum 5 years of police experience of which 1 year is supervisory experience;
2. Possess an Associate degree in Police Science or related field; or have such considerable experience as a police officer, including supervisory and an equivalent combination of training and experience that provides for the equivalent managerial knowledge, abilities and skills.
3. May pass testing procedures prescribed by the Chief which may include written, oral, physical agility, and psychological examinations as required;
4. To meet qualifications specified in - *Lieutenant Job Description*.
5. Obtain a favorable administrative recommendation.

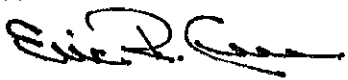
6. Submit a current resume to the Chief of Police.

D. Captain:

1. Are a sworn officer with a minimum 6 years police experience of which 2 years is supervisory or managerial experience.
2. Possess a Bachelor degree in Criminal Justice or related field or; or have such considerable experience as a police officer, including supervisory and an equivalent combination of training and experience that provides for the equivalent administrative knowledge, abilities and skills along with the ability to obtain a Bachelor degree within 12 months of appointment.
3. May pass testing procedures prescribed by the Chief which may include written, oral, physical agility, and psychological examinations as required;
4. To meet qualifications specified in - *Captain Job Description*.
5. Maintain consistent and favorable performance evaluations.
6. Submit a current resume to the Chief of Police.

E. Chief of Police:

1. Are a sworn officer with a minimum 8 years of police experience and a combination of at least 5 years supervisory, managerial or administrative experience in police work.
2. Possession of a bachelor's degree in the area of Criminal Justice or Public Administration.
3. Complete an advanced law enforcement specific managerial course.
4. May pass testing procedures prescribed by the Commission which may include written, oral, physical agility, medical, or psychological examinations as needed;
5. To meet qualifications specified in - *Police Chief Job Description*.
6. Maintain consistent and favorable performance evaluations.
7. Submit a current resume to the Police and Fire Commission.

ISSUED BY:  Eric R. Cera Chief of Police	HISTORY: Effective: 01/11/2003 Reviewed: 09/10/2003 Reviewed: 07/20/2004 Review: ERC 05/29/2008 Revised: ERC 05/29/2012 Revised: ERC 01/13/2014 Reviewed: SJM 09/12/2016	Revised: ERC 12/04/2019 Reviewed: ERC 11/10/2021 Reviewed: ERC 06/16/2022 Reviewed: ERC 01/01/2025
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HALES CORNERS FIRE AND POLICE COMMISSION

POLICE CHIEF ADMINISTRATIVE SKILLS CHECKLIST REPORT

NAME:

EVALUATION PERIOD: 2022

Skills to be completed by end of period.

Completed

Review and recommend updates on all General Orders.

Represent Department at; TSC, OWI, SMART, and Dispatch meetings.

Represent Department at community outreach events:

DARE

4th of July

HCNO

Or other

Respond to the JJP audit with assistance.

Complete the Officer Recertification Verification process for T&S with assistance.

Review and approve license applications.

Review and approve special event permits.

Complete a hiring process with assistance.

Conduct a promotional process with assistance.

Assume primary administration of the:

PACE

Phoenix

TraCS

Watchguard

Livescan

Annual Merit Review: The Lieutenant Evaluation process will be utilized.

HALES CORNERS FIRE AND POLICE COMMISSION

POLICE CHIEF ADMINISTRATIVE SKILLS CHECKLIST REPORT

NAME:

EVALUATION PERIOD: 2023

Skills to be completed by end of period.

Completed

Respond to the JJP audit independently.

Complete the Officer Recertification Verification process for T&S independently.

Handle a CIB audit with assistance.*

Administration of BOTS Grants and BVP Grant with assistance.

Write and submit Holz Grant (Ad LT)

Write and submit a DOJ or OJA grant.*

Represent the Department at MAIT and MFF meetings.

Represent PD at contract negotiations.

Assist in 2024 Budget and present budget with assistance.

Attend 2 BOT or COW meetings.

Attend 4 FPC meetings (1 as primary)

Identify what is an FMLA occurrence and assist employee with process.*

Handle a Work Comp claim with assistance.*

Handle a property insurance claim with assistance.*

Conduct a recruitment process with assistance.*

Submit a succession plan for Lieutenant positions.

Annual Merit Review: A hybrid Lieutenant/Chief Evaluation process will be utilized.

HALES CORNERS FIRE AND POLICE COMMISSION

POLICE CHIEF ADMINSTRATIVE SKILLS CHECKLIST REPORT

NAME:

EVALUATION PERIOD: 2024

Skills to be completed by end of period.

Completed

Review and update all General orders.

Handle a CIB audit with assistance.*

Administer of BOTS Grants and BVP Grant independently.

Write and submit Holz Grant (Op LT)

Write and submit a DOJ or OJA grant.*

Attend Village Department Head meetings.

Represent the Department with local service organizations; Chamber, Lions, Rotary, etc.

Develop the 2025 Budget and present it.

Assist with monthly Police Department report.

Attend 6 FPC meetings (2 as primary)

Attend joint BOT/FPC meetings.

Attend 1 MCLEEA meeting.

Conduct background checks on candidates for Village employment.

Renew FCC Radio Licenses with assistance.

Identify what is an FMLA occurrence and assist employee with process.*

Handle a Work Comp claim independently.*

Handle a property insurance claim independently.*

Conduct a recruitment process independently.

Conduct a promotional process independently.

Update status of Lieutenant succession plan.

Annual Merit Review: The Police Chief Evaluation will be utilized.

POLICE CHIEF JOB DESCRIPTION

The [] Police Department ("the Department") provides law enforcement services to the City of [] ("City"). The Police Chief is appointed by the City of [] Police & Fire Commission ("Commission") pursuant to §62.13(3), Stats.

The position of Police Chief is intended to provide leadership and management for the day-to-day operations of law enforcement within the City. The Chief will insure that all statutes and local ordinances are enforced. The Chief shall ensure that the City is provided with prompt emergency and pre-planned police services through planning, organization and clear direction for the entire operation of the Department. All programs and activities of the police department shall be under the direction, management and leadership of the Police Chief.

Reports to: **Direct Reports:** **Deputy Chief and Lieutenants**

FLSA Status: **Exempt**

Compensation: **\$[] Base Salary, plus City benefits**

ESSENTIAL FUNCTIONS

The duties of the Police Chief include, but are not limited to the following:

- Assures that the Department provides timely service to detect and/or respond to criminal activity, traffic accidents and control, animal control, crowd control and accident investigation;
- Assures enforcement of statutes and local ordinances.
- Assures that the Department provides timely assistance, as required, to the municipalities' Fire Department and the Emergency Medical Services to facilitate their safe and adequate response to emergency situations within the municipal boundaries.
- Plans, directs, and exercises general supervision over the work of the entire Department to meet the Department's mission and goals, including the investigation of crimes.
- Oversees the Department's personnel administration in conjunction with the Commission, including recruitment, selection, evaluation, scheduling, training and discipline, and the institution of an appropriate chain-of command.
- Develops and maintains all Department administrative and operating records, including personnel and training files and law enforcement records.
- Assists in the development with the Commission of Department rules, regulations, policies, procedures, collective bargaining proposals and strategies and general work methods and oversees their implementation and enforcement.
- Serves as the legal custodian for all Department records.
- Processes citizen inquiries and complaints.

- Prepares the annual Department budget for approval by the Commission and the City and administers its implementation.
- Prepares grant applications to obtain state and federal funding for Department programs and oversees the implementation of grants received by the Department.
- Attends Commission and City Council meetings on a regular basis and such other meetings as is necessary for the operation of the Department, including labor negotiations.
- Oversees the purchase, inventory and maintenance of Department facilities, vehicles, equipment, and other physical assets.
- Fosters communication with and outreach to municipal departments and civic, school and other groups within the municipality in furtherance of the Department's mission.
- Cooperates and assists in appropriate circumstances with other local, state and federal law enforcement agencies in the furtherance of law enforcement objectives.
- Assists in the development with the Commission of Department long- and short-range goals.
- Keeps abreast of developments in the field of police science and police administration and disseminates that knowledge as appropriate to subordinates.
- Provides back-up to subordinates and advises and assists subordinates in non-routine Department matters.
- Performs all other duties necessary to accomplish the Department's mission and goals or as assigned by the Commission.

QUALIFICATIONS

The minimum qualifications for this position are:

- Bachelor's Degree from an accredited four-year college or university in the area of Criminal Justice, Police Administration or closely-related field. Advanced study or degrees leading to a Master's degree preferred.
- Ten years of progressively responsible experience in the capacity of a sworn officer in a law enforcement agency which demonstrates leadership and command qualities.
- Five years of supervisory and administrative experience in upper management positions in a law enforcement agency of similar or larger size or complexity.
- Certified or certifiable as a police officer by the State of Wisconsin Training and Standards Board. If the latter, Certification must occur within six (6) months of acceptance of the offer of employment.
- Valid motor vehicle operator's license. A Wisconsin motor vehicle operator's license must be obtained within six (6) months of acceptance of the offer of employment.
- Residency within fifteen miles of the Department station. Residence must be obtained within six (6) months of acceptance of the offer of employment.

This position requires the skills and abilities required of Department supervisor personnel and police officers. In addition, the position requires the following skills:

- Comprehensive knowledge of police management and law enforcement theories, principles, laws, practices, rules, policies and techniques, and demonstrated ability to implement that knowledge in the performance of daily activities.
- Comprehensive knowledge of principles of public administration, budgeting, purchasing and contracting and demonstrated ability to implement that knowledge in the performance of daily activities.
- Comprehensive knowledge of principles of personnel management and leadership as applied to police personnel and demonstrated ability to implement that knowledge in the performance of daily activities.
- Ability to effectively communicate to constituent groups and the public, including the ability to use appropriate and current technology in the performance of job duties.
- Demonstrated personal and professional honesty, integrity and good judgment

PHYSICAL DEMANDS/WORK ENVIRONMENT

The following physical demands are representative and characteristic of those an employee must successfully perform while performing the essential functions of this job:

- Walking and sitting for extended periods of time.
- Ability to communicate verbally and in writing.
- Ability to see (20/20 corrected), including close, distance and peripheral vision, to discern depth, shape, texture and color, and to adjust focus and sustain prolonged visual concentration.
- Ability to coordinate eyes, hands and feet in movement.
- Ability to run, jump, crawl, climb, kneel, balance, bend, reach, stoop, carry, and push/pull heavy objects more than 50 pounds.
- Ability to drag, carry or restrain individuals, including the ability to lift or move more than 100 pounds.
- A level of physical conditioning and agility necessary to perform pursuit and other Department activities when necessary.
- Ability to use and wear Department safety apparel and devices and equipment.

The following work environments are representative and characteristic of those an employee encounters while performing the essential functions of this job:

- Indoor work, including desk and administrative functions.
- Outside work, including occasional extreme temperatures and conditions.
- Heights
- Confined spaces
- Automobiles

- Intermittent noise above 85 decibels
- Exposure to odors, toxins, diseases and pathogens.
- Night and weekend work.
- Contact with armed or dangerous persons and life-threatening situations.

This job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the Department require.



Wisconsin Department of Justice
Law Enforcement Standards Board
DJ-LE-330, Rev. 5/17
www.wilenet.org

APPLICATION FOR EMPLOYMENT

LAW ENFORCEMENT, JAIL OR SECURE JUVENILE DETENTION OFFICER

NOTICE: All questions must be answered. Incomplete or illegible applications will not be considered. If the space provided is insufficient for complete answers or you wish to furnish additional information, please attach additional pages.

1. PERSONAL INFORMATION

Name (Last, First, Middle)			Social Security # (xxx-xx-xxxx)
Address (Apartment, Street, P.O. Box)			Home Telephone Number
City	State	Zip Code	Work Telephone Number
Email Address			Cell Phone Number

Have you successfully completed the basic training required for certification (i.e. 720-hour law enforcement academy)? Yes ☐ No ☐

If yes, what type(s) of basic training have you successfully completed? Law Enforcement ☐ Jail ☐ Secure Juvenile Detention ☐

If applicable, include the name of the school where you completed basic training and the date that training was completed:

Are you at least 18 years old? Yes ☐ No ☐

Are you a United States citizen? Yes ☐ No ☐

Do you have a high school diploma, GED or HSED? Yes ☐ No ☐

Do you have an Associate Degree or 60 associate degree level credits or higher from an accredited college or university? Yes ☐ No ☐

If No, were you employed as a law enforcement officer prior to February 1, 1993? Yes ☐ No ☐

The college credit requirement as written in Wisconsin Administrative Code § LES 2.01(1)(e), pertains to law enforcement and tribal law enforcement officers first employed on or after February 1, 1993.

Have you ever been convicted of a felony? Yes ☐ No ☐

Have you ever been convicted of a misdemeanor crime of domestic violence? Yes ☐ No ☐

Are you prohibited by state or federal law from possessing a firearm? Yes ☐ No ☐

Do you possess a valid Wisconsin driver's license or a valid driver's license from another state? Yes ☐ No ☐

2. EDUCATION

Name of School(s)	Dates		Degree, Diploma, or Credits Earned
	From (mm/yyyy)	To (mm/yyyy)	
High School(s)			
College(s)			

3. EMPLOYMENT

Begin with current or most recent employer. List chronologically all employment, including summer and part-time employment while attending school. To furnish additional employment information, attach sheets of the same size and format as this application.

Name and Address of Employer	Dates of Employment	
	From (mm/yyyy)	To (mm/yyyy)
Name of Employer:		
Address:	Full-Time ☐ Part-Time ☐	Annual Salary/Wages:
City:	State:	Zip Code:
Supervisor's Name / Telephone Number:	May we contact the employer / supervisor? Yes ☐ No ☐	
Position and kind of work:	Reason for Leaving:	

Name and Address of Employer	Dates of Employment	
	From (mm/yyyy)	To (mm/yyyy)
Name of Employer:		
Address:	Full-Time ☐ Part-Time ☐	Annual Salary/Wages:
City:	State:	Zip Code:
Supervisor's Name / Telephone Number:	May we contact the employer / supervisor? Yes ☐ No ☐	
Position and kind of work:	Reason for Leaving:	

Name and Address of Employer	Dates of Employment	
	From (mm/yyyy)	To (mm/yyyy)
Name of Employer:		
Address:	Full-Time ☐ Part-Time ☐	Annual Salary/Wages:
City:	State:	Zip Code:
Supervisor's Name / Telephone Number:	May we contact the employer / supervisor? Yes ☐ No ☐	
Position and kind of work:	Reason for Leaving:	

4. MILITARY SERVICE

Branch of Service	From (mm/yyyy)	To (mm/yyyy)	Active Duty or Reserve	Highest Grade	Skill Specialty or Primary Duty

Honorably Discharged from Military Service? Yes ☐ No ☐ Not Applicable ☐

5. REFERENCES

Give three references (not relatives, or present employer; avoid listing members of the clergy).

Name:

Position/Title/Profession:

Number of Years Acquainted:

Address:

City/State/Zip:

Telephone Number:

Name:

Position/Title/Profession:

Number of Years Acquainted:

Address:

City/State/Zip:

Telephone Number:

Name:

Position/Title/Profession:

Number of Years Acquainted:

Address:

City/State/Zip:

Telephone Number:

6. GENERAL

COMPLETE IF INSTRUCTED TO DO SO BY EMPLOYING AGENCY.

Attach no more than one additional page for each answer.

- A. Why have you chosen to apply for this position?
- B. Discuss things you have done which have contributed to your life experience. Be sure to include information regarding volunteer work with civic, school, or professional organizations. Be specific about names and dates.
- C. Why do you believe you could relate to and/or work with people of different races, genders, cultures, ages, socio-economic groups, and educational levels?

APPLICANT PLEASE READ CAREFULLY AND SIGN BELOW

Information provided and statements made as part of this application may be grounds for not employing you or for dismissing you after you begin work. All information and statements made are subject to verification.

CERTIFICATION

ALL INFORMATION PROVIDED AND STATEMENTS MADE BY ME AS PART OF THIS APPLICATION, OR AS PART OF ANY ADDITIONAL INFORMATION PROVIDED IN SUPPORT OF THIS APPLICATION, ARE COMPLETE, CORRECT, AND TRUE TO THE BEST OF MY KNOWLEDGE.

I UNDERSTAND THAT IF I AM EMPLOYED, FALSE INFORMATION PROVIDED OR FALSE STATEMENTS MADE AS PART OF THIS APPLICATION MAY BE CONSIDERED AS CAUSE FOR DISMISSAL.

Applicants Signature

Date Signed

Under the provisions of § 19.36, Wis. Stats., I request that my identity as an applicant for this position not be revealed without my consent or until required under law.

Applicants Signature

Date Signed

Type <Ctrl – Enter> to add additional pages.



Wisconsin Department of Justice
Law Enforcement Standards Board
DJ-LE-305, Rev. 8/00

AUTHORIZATION FOR RELEASE OF INFORMATION

(For official use only, not to be released to unauthorized persons)

I hereby empower an employee of the _____
Employing Agency
or other authorized representative thereof bearing this release to obtain information and records, within one year of the date of this release, pertaining to me from any or all of the following sources:

1. Municipal, State, or Federal law enforcement agencies
2. Selective Service System
3. Any banking institution
4. Any place of business (for purposes of obtaining credit or employment data)
5. Credit rating bureaus or institutions
6. Any previous employer
7. Present employer
8. Any school, college, university, or other educational institution
9. Any law enforcement or jail officer

Exceptions to this blanket authorization

1. Any medical information in the possession of any source named above until subsequent to a conditional offer of employment (per Americans With Disabilities Act).
2. _____
3. _____

This release is executed to authorize _____
Employing Agency
as a prospective employer, to obtain the above information. It is understood that said information shall be used only in consideration of my employment and shall not be further disseminated for any purpose.

Date

Signature - Full Name

Address - Street and Number

City State Zip

Witness: _____
Signature

Police Chief

The City is seeking applications for Police Chief. The City is a city of [] residents located in [] County Wisconsin. The Police Department consists of [] sworn officers, including K-9 and School Liaison officers, and [] Records Clerks

Minimum requirements include a Bachelor's Degree from an accredited four-year college or university in the area of Criminal Justice, Police Administration or closely-related field, ten years of progressively responsible experience in the capacity of a sworn officer in a law enforcement agency including five years of supervisory and administrative experience in upper management positions in a law enforcement agency of similar or larger size or complexity, certified or certifiable as a police officer by the State of Wisconsin Training and Standards Board, a valid driver's license and residency within fifteen miles of the Department station.

The compensation package for the Police Chief includes an annual base salary of \$[], which will be reviewed after one year of employment, plus the benefits package available to exempt City employees and the use of a City squad car.

Applications must be returned on or before [] to []. Applications can be filed either in writing or electronically by email to [] The current Police Chief Job Description and application materials may be obtained from the City's website at []

The City is an equal opportunity employer.

Personal and Confidential

[to]

RE: Conditional Offer of Employment

Dear [name]:

I have been authorized by the Commission to extend to you a conditional offer of employment as the [] Chief. This offer is being extended to you on the condition that you satisfactorily complete the final stages of the hiring process which consist of:

1. Background Investigation;
2. Psychological Evaluation; and
3. Negotiation of the terms and conditions of employment.

The psychological evaluation will take place on [] at []

The background investigation is currently underway.

Upon satisfactory results of the conditions outlined above, the Commission will confirm in writing your appointment as Police Chief. Until then, please keep your status confidential.

As we move forward, we will discuss the best way to announce your appointment. Please call me if you have any questions. Congratulations.



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position description for a municipal police chief

**Position Description: Municipal Police Chief****Position Title:** Police Chief**Department:** Police Department**Reports To:** City Manager / Mayor**FLSA Status:** Exempt**Salary Range:** [Insert Salary Range]**Location:** [City Name, State]

Position Summary:

The Police Chief is the highest-ranking officer in the municipal police department and is responsible for overseeing the department's operations, ensuring the effective delivery of law enforcement services, maintaining public safety, and enforcing local, state, and federal laws. The Police Chief leads, manages, and supervises police officers and administrative personnel, collaborates with community members and local organizations, and ensures the implementation of crime prevention strategies and public safety initiatives. The Police Chief also works closely with the City Manager, Mayor, and other city officials to address public safety concerns and contribute to the overall well-being of the community.

**Key Responsibilities:**

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Key Responsibilities:

- **Leadership & Management:**
 - Direct and oversee all operations, programs, and activities of the Police Department.
 - Provide leadership and guidance to police officers, detectives, support staff, and other personnel.
 - Supervise, evaluate, and provide professional development for staff to ensure effective job performance and training.
 - Develop and implement department policies, procedures, and best practices in alignment with community safety needs.
- **Strategic Planning & Budgeting:**
 - Assist in the development of the Police Department's annual budget, ensuring optimal resource allocation for staffing, equipment, and training needs.
 - Plan, develop, and execute strategies to combat crime, reduce recidivism, and improve public safety.
 - Monitor and assess crime trends, department performance, and resource needs, adjusting policies and operations as necessary.
- **Community Engagement & Communication:**
 - Foster positive community relations and engage with local stakeholders, including residents, business owners, schools, and other governmental agencies.
 - Coordinate and participate in community outreach programs, public meetings, and forums to build trust and promote collaborative efforts in crime prevention.

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adjusting policies and operations as necessary.

- **Community Engagement & Communication:**

- Foster positive community relations and engage with local stakeholders, including residents, business owners, schools, and other governmental agencies.
- Coordinate and participate in community outreach programs, public meetings, and forums to build trust and promote collaborative efforts in crime prevention.
- Ensure transparency by regularly communicating department goals, challenges, and performance to the community and elected officials.

- **Law Enforcement & Public Safety:**

- Oversee the investigation and enforcement of criminal activity, ensuring adherence to legal and ethical standards.
- Ensure officers' compliance with laws, regulations, and department protocols.
- Respond to critical incidents and emergencies, providing leadership and direction during high-pressure situations.

- **Collaboration & Interagency Cooperation:**

- Work collaboratively with local, state, and federal law enforcement agencies to combat crime and address broader regional safety issues.
- Represent the department at local, state, and national conferences, meetings, and working groups.

- **Internal Oversight & Accountability:**

- Monitor department operations and ensure compliance with local, state, and federal laws, as well as department policies.
- Lead internal investigations into (↓) complaints, allegations of misconduct, or officer-related incidents, ensuring fairness and accountability.

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working groups.

- **Internal Oversight & Accountability:**

- Monitor department operations and ensure compliance with local, state, and federal laws, as well as department policies.
- Lead internal investigations into complaints, allegations of misconduct, or officer-related incidents, ensuring fairness and accountability.

- **Public Policy & Advocacy:**

- Advise city officials on matters of public safety and law enforcement, including legislative and policy recommendations.
- Advocate for resources and support for public safety initiatives that promote community well-being and reduce crime.

Minimum Qualifications:

- **Education:**

- A bachelor's degree in criminal justice, public administration, or a related field. A master's degree in a relevant field is preferred.

- **Experience:**

- At least 10 years of progressively responsible law enforcement experience, including 5 years in a supervisory or management role.
- Experience working in a community policing environment and with diverse populations.



- **Certifications/Licenses:**

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Minimum Qualifications:

- **Education:**
 - A bachelor's degree in criminal justice, public administration, or a related field. A master's degree in a relevant field is preferred.
- **Experience:**
 - At least 10 years of progressively responsible law enforcement experience, including 5 years in a supervisory or management role.
 - Experience working in a community policing environment and with diverse populations.
- **Certifications/Licenses:**
 - Must be a certified law enforcement officer in the state (or ability to obtain certification).
 - Completion of FBI National Academy, Senior Management Institute for Police (SMIP), or other executive law enforcement training is preferred.
- **Knowledge, Skills, and Abilities:**
 - Knowledge of law enforcement techniques, strategies, and procedures.
 - Strong understanding of criminal law, local ordinances, and law enforcement policies.
 - Excellent leadership, communication, and interpersonal skills.
 - Ability to effectively manage, supervise, and mentor a diverse team.
 - Capacity to analyze complex situations, make decisions under pressure, and solve problems effectively.

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certification).

- Completion of FBI National Academy, Senior Management Institute for Police (SMIP), or other executive law enforcement training is preferred.
 - **Knowledge, Skills, and Abilities:**
 - Knowledge of law enforcement techniques, strategies, and procedures.
 - Strong understanding of criminal law, local ordinances, and law enforcement policies.
 - Excellent leadership, communication, and interpersonal skills.
 - Ability to effectively manage, supervise, and mentor a diverse team.
 - Capacity to analyze complex situations, make decisions under pressure, and solve problems effectively.
 - Commitment to transparency, integrity, and ethical law enforcement practices.
-

Work Conditions:

- **Physical Demands:**
 - Requires occasional physical exertion in emergency situations, including the need to travel, respond to incidents, or supervise staff in the field.
- **Work Environment:**
 - The Police Chief will typically work in an office setting but may also be required to participate in field operations, attend public meetings, and oversee incidents or events in the community. Evening and weekend work may be required, especially during critical incidents.

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interview questions for a municipal police chief



Interviewing a municipal police chief requires a mix of questions that evaluate leadership abilities, problem-solving skills, understanding of law enforcement practices, and communication. Below are some interview questions to consider for a municipal police chief position:

Leadership and Management

1. What do you believe is the role of a police chief in setting the tone for the department's culture and operations?
2. How do you ensure that your officers maintain ethical standards, and what steps do you take if an officer is found to be in violation of policies?
3. Can you describe a time when you had to make a tough decision that impacted the department? How did you approach it?
4. How do you prioritize your department's goals in terms of public safety, community engagement, and officer well-being?
5. How would you address a situation where there is tension between the police department and the community?

Community Engagement

6. What strategies have you used to build trust and rapport with the community, especially under challenging circumstances?
7. How do you view the role of community policing in building long-term public safety?

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8. What is your approach to working with local government leaders, community

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Community Engagement

6. What strategies have you used to build trust and rapport with the community, especially under challenging circumstances?
7. How do you view the role of community policing in building long-term public safety? Can you give an example of how you have implemented this strategy?
8. What is your approach to working with local government leaders, community organizations, and residents to create effective policing policies?

Problem Solving and Crisis Management

9. Describe a crisis situation you have dealt with in the past, such as a civil disturbance, a critical incident, or a significant public safety concern. What steps did you take to manage it?
10. How do you handle internal conflicts or disagreements among officers or within the command staff?
11. What are your thoughts on police reform, and how would you implement changes if necessary within your department?

Experience and Training

12. What has been your most significant accomplishment in your law enforcement career, and how did it prepare you for this position?
13. How do you stay current with new law enforcement practices, technology, and legislative changes that affect policing?
14. How do you balance the need for continued officer training with the demands of

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14. How do you balance the need for continued officer training with the demands of daily operations?

Diversity and Inclusion

15. How do you ensure that your department reflects the diversity of the community it serves?
16. What strategies would you implement to address issues related to bias, both within the police department and in community interactions?

Vision and Future Planning

17. What is your vision for the police department over the next 5–10 years? How do you plan to achieve it?
18. How would you assess the effectiveness of your department's current policies, and what changes, if any, would you implement to improve them?
19. What do you think are the most significant challenges facing municipal police departments today, and how would you address them in your role as police chief?

Accountability and Transparency

20. What is your approach to ensuring transparency in your department's operations and in officer accountability?
21. How do you handle external oversight, such as citizen review boards or state investigations, and how do you ensure the department cooperates with these entities?

Ethical Considerations and Public Relations

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serves?

16. What strategies would you implement to address issues related to bias, both within the police department and in community interactions?

Vision and Future Planning

17. What is your vision for the police department over the next 5–10 years? How do you plan to achieve it?
18. How would you assess the effectiveness of your department's current policies, and what changes, if any, would you implement to improve them?
19. What do you think are the most significant challenges facing municipal police departments today, and how would you address them in your role as police chief?

Accountability and Transparency

20. What is your approach to ensuring transparency in your department's operations and in officer accountability?
21. How do you handle external oversight, such as citizen review boards or state investigations, and how do you ensure the department cooperates with these entities?

Ethical Considerations and Public Relations

22. If an officer is involved in a high-profile controversial incident, how would you manage the public relations aspect while ensuring a fair investigation?
23. What steps would you take to ensure that the department communicates effectively with the public during a critical event or emergency situation?

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and ability to manage a department effectively while engaging with the community.

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interview questions for a municipal police chief



Interviewing a candidate for a municipal police chief position requires questions that assess leadership skills, strategic thinking, management ability, knowledge of law enforcement practices, community engagement, and integrity. Below are key interview questions tailored for this role:

Leadership and Management Skills

1. Can you describe your leadership style and how it has evolved over your career?
2. How do you motivate and inspire officers, especially during difficult or high-pressure situations?
3. What is your approach to managing and mentoring officers at various stages of their careers?
4. How do you handle internal conflicts within the department or between officers?
5. How do you ensure proper accountability and ethical conduct within the police force?
6. Tell us about a time when you had to make a difficult decision that impacted the department or community. How did you handle it?

Law Enforcement Practices and Experience

1. What are the most important qualities you look for in new recruits, and how do you evaluate candidates during the hiring process?
2. How do you ensure that your department stays up to date with changing laws, technology, and law enforcement practices?
3. How would you address challenges related to crime trends, such as rising property

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2. How do you ensure that your department stays up to date with changing laws, technology, and law enforcement practices?
3. How would you address challenges related to crime trends, such as rising property crimes or drug-related offenses, in the community?
4. What strategies would you implement to enhance the effectiveness of police operations, including investigations, patrols, and community outreach?
5. How do you balance enforcing the law with maintaining positive community relations, especially in times of public scrutiny or unrest?

Community Relations and Engagement

1. What steps would you take to build or strengthen relationships with community members, especially those in underserved or marginalized groups?
2. How do you approach diversity, equity, and inclusion within the department and the community?
3. Can you share an example of a successful community policing initiative you've led or been involved with?
4. How do you handle situations where the police department's actions have caused community unrest or backlash?
5. What is your vision for the relationship between the police department and local community organizations, schools, and businesses?

Crisis Management and Problem-Solving

1. How do you prepare your department for large-scale emergencies, such as natural disasters, public protests, or mass casualty events?
2. How do you ensure that officers are well-trained to respond to mental health crises

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community organizations, schools, and businesses?

Crisis Management and Problem-Solving

1. How do you prepare your department for large-scale emergencies, such as natural disasters, public protests, or mass casualty events?
2. How do you ensure that officers are well-trained to respond to mental health crises or situations involving people in distress?
3. What protocols do you have in place for de-escalating violent confrontations or situations with the potential for harm to civilians or officers?

Budget and Resource Management

1. How do you prioritize department resources and allocate them to address the most pressing issues in the community?
2. How would you approach budgeting for the police department to ensure effective operations while balancing fiscal responsibility?
3. What role do you think technology, such as body cameras, data analytics, or new crime-fighting tools, should play in modern policing?

Strategic Vision

1. What are the top three priorities you would set for the department in your first year as chief?
2. How do you envision the role of policing evolving in the next 5-10 years, and how do you plan to adapt to those changes?
3. What steps would you take to address the challenge of police reform and community trust while still maintaining law and order?

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situations with the potential for harm to civilians or officers:

Budget and Resource Management

1. How do you prioritize department resources and allocate them to address the most pressing issues in the community?
2. How would you approach budgeting for the police department to ensure effective operations while balancing fiscal responsibility?
3. What role do you think technology, such as body cameras, data analytics, or new crime-fighting tools, should play in modern policing?

Strategic Vision

1. What are the top three priorities you would set for the department in your first year as chief?
2. How do you envision the role of policing evolving in the next 5-10 years, and how do you plan to adapt to those changes?
3. What steps would you take to address the challenge of police reform and community trust while still maintaining law and order?

Personal Integrity and Ethics

1. How would you handle a situation where you suspect one of your officers has violated ethical guidelines or engaged in misconduct?
2. What does transparency mean to you as a police chief, and how would you apply it in your leadership role?
3. How do you ensure that the department's policies reflect the values of fairness, respect, and justice for all individuals, regardless of race or background?

These questions will help assess a candidate's ability to manage the department effectively,

Message ChatGPT



Sample Interview Questions

Behavioral Based

Good interview questions are comprised of behavioral-based, technical, and general questions to get an overall picture of a candidate's qualifications. Use the following list of sample questions (and follow-up exploratory questions) as a starting point, modified to fit your organization's needs.

General/Job History (some of these might be asked in a phone screen)

- Describe a typical day in your current job.
- What interests you about this position?
- In your current position, what positions report to you? What territory do you have?
- What do you like to do at work? What do you not like to do at work?
- What type of work environment do you thrive in? What type of management style do you enjoy working with?
- Describe a job-related accomplishment you are most proud of.
- What are the biggest pressures you face in your current position? How do you manage them?
- List your three top technical skills.
- Can you tell me in general terms how your technical skills meet the requirements of this position? What specific areas do you need to come up to speed?
- What specific areas (related to the position) do you consider yourself the most knowledgeable? What areas have you had less experience or do not feel as comfortable with?
- What has given you the greatest sense of achievement at work and why?
- What attracts you to this industry?
- What are your short-and long-term professional goals?
- What do you know about our organization?

Closing Questions

- What is one thing I should know about you that I haven't asked?
- What could you bring to this position that other candidates could not?
- What do you hope to find in our organization that you don't have now?
- What is the best thing a previous employer did that you wish everyone did?

Adaptability/Flexibility

Flexible style. Receptive to change. Changes approach or method to best fit the situation. Adjusts with ease. Manages competing demands.

- What is one of the most challenging changes you have faced at work? How did it impact you? What was the outcome?
- What is the most difficult or frustrating part of constant change for you? How have you coped with it?
- Tell me about a time when you faced a significant challenge working with people from a different department. What actions did you take?
- How would you rate yourself in terms of being flexible in your style? Can you give an example of when you were flexible and when you were not? What was different about the circumstances?
- Tell me about a situation where you were under a great deal of pressure because of numerous demands competing for your time and attention. How did you resolve the situation?
- Tell me about a time when you had to deal with changes in organizational direction that impacted your work. How did you respond?

Analytical/Detail Oriented

Collects and researches data. Synthesizes complex or diverse information. Creates tools to analyze information to support business decisions. Thoroughly reviews work and fixes mistakes quickly.

- Describe a task/project you completed which required a substantial attention to detail. How did you decide what to do first? What obstacles did you face? What was the final result?
- Give me an example of a time when you used tools such as survey, research, or statistics to define and resolve a problem.
- Give me an example of a workflow or procedure improvement you made. Who else was involved and how did you implement it?
- We all have had times when we've found an error in our work only after it became a problem. When have you found yourself in this situation? How did you resolve the situation? What steps did you take to prevent errors from reoccurring?
- There are times when we inadvertently let details "slip through the cracks." Tell me about a time when this happened to you. What was the cause? What were the results?
- Please describe a project you worked on that required you to synthesize complex information. How did you do it?
- Describe the metrics to which you are held accountable. Why were these metrics chosen?
- How do you analyze and use information and data to support business decisions?

Assertiveness

Communicates directly and honestly while demonstrating self-respect and respect for others.

- Give me an example of a time when you confronted a negative attitude successfully.
- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.
- Tell me about a time when you successfully challenged another's idea.
- Describe a time when you communicated something unpleasant or difficult to your manager. How did you assert yourself?

Business Acumen/Knowledge

Aligns work with strategic goals. Knows how business works. Demonstrates knowledge of current business practices and future trends. Knows the competition.

- How do you ensure that your work and goals are aligned with corporate or strategic goals? Tell me about a time when you had to pay particular attention to this.
- Where do you predict your (industry/competition) is going in the next 18 months and why?
- Who were the competitors of your last employer?
- How would you describe the market conditions under which your previous company operated?
- What global factors impacted your previous company's business? How did you know?
- In your current role, what is the interaction or impact of your responsibilities on R&D, marketing, budget, finance, and other areas of the business?
- Describe a situation where you successfully articulated the value proposition of a specific aspect of the business (or a product, idea, etc.).
- What are some of the reasons your customers buy your products or services?
- Describe a decision you had to make that had a significant financial impact on the organization. How did you go about it?

Business Acumen (Related to Financial Knowledge)

Understands how organizations make money and the impact of his/her own role on profit and loss. Exercises sound judgment in decision making regarding expenditures.

- Describe your experience with both short-and long-range financial planning.
- How does your company make money? What variables need to be aligned for this to happen?
- Walk me through the process you use to make sure you are making sound judgments in decision making regarding expenditures?
- Give me an example of a time when you had to reduce expenses. How did you determine where to cut costs? What was the impact?

- Give me an example of a time when you directly contributed to the profits of an organization.
- Tell me about a time when you had to deny an expense request for budgetary reasons. How did you handle it?
- Tell me about a time when it was difficult to stay within your approved budget. What was the result?

Change Management

Establishes structures and processes to manage change. Communicates change effectively. Monitors transition and evaluates results. Prepares for change and builds commitment.

- Change is inevitable in the workplace. Describe a past event in which you helped to facilitate change in your organization. What process did you use to evaluate the impact or results of the change? How did you prepare and support employees affected by the change?
- Tell me about a time when you were opposed to a change that affected your work practices. How did you get through it?
- Tell me about a recent time when you needed to introduce a new idea or procedure to people on the job? What was the situation and how did you handle it?
- Describe for me the latest change you have implemented on your job or work team.
- Describe for me the most difficult change in the workplace that you needed to deal with. How did you overcome resistance?
- Tell me about a situation where you needed to adjust quickly to a significant change in team or department priorities? What did you do? What was the outcome?
- As you have changed from role to role throughout your career, how have you modified your behavior to deal effectively with changes in the work environment? Give a specific example.
- Describe a past event in which you helped to facilitate change in your organization.

Coaching

Engages in discussions to promote developmental insight and planning. Provides candid, timely, and supportive feedback. Generously offers to share own experience and expertise.

- What does coaching mean to you? Describe a recent example that demonstrates how you engaged in a coaching discussion.
- What is your approach to coaching? Give me an example of a coaching situation you have been involved in.
- Describe when a coaching opportunity was successful/not successful. What made it successful/not successful?
- When have you shared your own personal experience and expertise in a coaching situation? Describe.
- Tell me about a recent time you had to coach an employee to perform a task.

Collaboration/Consulting

Enlists active participation of others to solve problems. Works collaboratively to develop possible solutions and provide guidance to others in analyzing and solving problems.

- Give me an example of how you involve employees.
- Tell me about a time when you worked with people outside your work group to get information or ideas. What did you do? What was the outcome or result?
- Tell me about an experience when people outside your work group asked for your help in solving a problem or meeting an objective. What did you do? What was the result?
- When circumstances are more difficult (i.e. tight deadline, lay off, labor negotiations, pulling a team together quickly), walk me through an example of how you worked with others to solve those difficult circumstances.
- Give me an example of when you were able to successfully communicate with another person in your department even though that individual may not have personally liked you (or vice versa).
- Describe an example where you enlisted active participation of others to solve a problem.
- Describe a high-pressure work situation and how you handled it. Tell me what happened, who was involved, and what you did in terms of problem solving.
- How is consulting different from directing? Provide an example of a time when you have done both.
- Describe a time where you were sought out as a "consultant" or resource.

Communication (verbal and written)

Effective and clear expression when presenting ideas or information with verbal or nonverbal communication.

- Give me an example of a time when circumstances changed the way you needed to communicate to others. What did you do and how did you do it?
- To get our points across, we sometimes need to use differing approaches when talking with different types of people. Talk to me about a time when you have done that successfully.
- Tell me about a time when you had to give instructions to another person who was having difficulty understanding. What did you do?
- Do you tend to take an observer/listener role or be an active participant in meetings? Tell me about a time when your preferred style worked well and a time when it didn't.
- Describe an example of when you have been called upon to present in front of a group. How did you prepare? Was the presentation a success? How could you tell?
- Tell me about a time you could not answer a question posed in a group. How did you respond?

- Give me an example of the types of writing required in your current position. How do you go about beginning the writing process?
- Tell me about your proudest writing achievement. What made that product special?
- How do you ensure that your writing is clear and informative? Give me a specific example.
- Describe your experience in editing others' documents or reports. Give a specific example of a complex document you had to edit for someone else and what steps you took.
- Tell me about a recent time when an e-mail or verbal conversation was misinterpreted by your team or employees. What was the situation and the outcome?
- Tell me about a recent success you had with an e-mail in communicating with your team or employees. What was the subject and how did you communicate it?

Communication (Related to Communicating Direction)

- Tell me about a time when you did not agree with a direction given to you. How did you address this?
- Give me an example, from your past work experiences, of a time when you were part of a project or team and you never knew what was happening with the other action items or participants. How did you handle this?
- Describe a recent time when you needed to withhold information from your team or direct reports. What was the situation and how did you handle it?
- Describe a recent time when you were the bearer of bad news to your team or employees. What was the situation and how did you handle it?
- Describe a recent time when you heard through the grapevine information which was untrue or classified. What was the situation and how did you handle it?
- Have you ever been in a position where you worked for more than one manager? Tell me how you prioritized and communicated your work.

Composure

Responds to information and situations in a self-controlled manner.

- Give an example of when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle that person?
- Describe a situation where you became defensive. How did you regain control of your defensiveness?
- Describe a situation when information was shared with you that was unexpected. How did you react to it?
- Describe a time when you received feedback you did not agree with.
- Describe a time when you needed to react to an emergency situation. How did you respond? What was the result?

- Describe a situation when it was more difficult for you to maintain self-control.
- What has been the most difficult criticism for you to receive?
- What do you do when you think someone is not listening to you? Give me an example of a time when that happened.

Composure (Related to Interaction With Higher Level Management)

Identifies the priorities of upper management and when it is appropriate to inform, update, or share information. Presents self in a professional manner. Exhibits comfort and confidence in interactions.

- As a manager, you must "communicate up" and "communicate down." What do you see as the difference? Describe a recent example of when and how you've done both.
- In your current role, under what circumstances do you interact with higher level management?
- How do you determine what information to share and when it is time to update upper management?
- Do you communicate differently with upper management than with your team or peers? Why or why not? Give an example.
- Describe your professional demeanor. What makes you effective in this regard? Give an example.
- In your role as a senior manager, how have you communicated with your peers to maintain open communication? What types of interactions do you have within this group—formal versus informal?
- Describe a time when you worked effectively with executive-level management.
- What sort of impression do you think you have made with your executive-level management team? Why do you say that?
- Describe a situation where you gave advice to management that wasn't well received? How did you handle it?

Conflict Management

Identifies sources of conflict and methods of management and chooses appropriate techniques to resolve issues.

- In what ways have you successfully unified a group at work despite conflicts?
- Describe a time when you confronted a supervisor/manager when he or she was wrong?
- Describe a specific example when you have resolved a conflict you had with another person and how you handled it.
- Describe a time when you were in a meeting or situation when a newer person conveyed incorrect information. How did you correct the situation?

- We all have different ways of doing our work, with different styles of communication and work habits. Tell me about a time when you had a disagreement with a coworker, direct report, or supervisor and how you handled it.
- Tell me about the last time a coworker asked you for help at a time when you were very busy with work of your own. What was the situation? What did you do?
- Describe for me a recent time when others you were working with on a project or job disagreed with your way of working? What did you do?
- Tell me about a recent time that you didn't work well with a supervisor. What was the situation and outcome?
- I'd be interested in hearing about a miscommunication you had with a peer and how you resolved it.
- Tell me about a difficulty you encountered in working with another department. What did you do to improve the situation?
- Tell me about a conflict situation in the workplace that you handled well/did not handle well.

Creativity/Innovation

Generates original thinking and creative solutions. Possesses ability to think "outside the box." Comes up with new ideas and approaches not readily apparent or previously tried that enhance the organization's systems or products. Generates suggestions for improving work.

- Describe the most innovative idea you've had.
- Give me an example of how you came up with a unique and novel solution to a problem.
- Tell me about a time when you thought "outside the box" on a project.
- How have you used creativity to solve a problem? Tell me about a specific instance.
- Describe a problem you had that required a creative solution that had not been tried before. What was the outcome?
- Tell me about a project or process that you personally designed. How did you get feedback and how did you apply it?
- Tell me about a recent situation in which the "typical" way of doing things wouldn't work. How did you solve the problem?
- What is the most innovative thing you have done in the last six months? Why did you go this direction? What was the driving business need?
- Tell me about a work improvement that you developed and implemented. Walk me through the steps.
- Give me an example of an idea you had for improving your organization's products or processes.

- How do you know that you are targeting the right areas for innovation? Give me an example of a time when one of your insights or innovations was well received by others.
- The person in this position needs to be proactive and innovative. Describe some things you have done to demonstrate these qualities.

Critical Thinking

Disciplined thinking that is clear, rational, open-minded, and informed by evidence. Examines assumptions. Reflective thinking by applying, analyzing, and synthesizing information.

- Tell me about a recent quick decision you made that you are proud of/not so proud of.
- Describe for me a recent time when you needed to make a job-related decision but did not have all of the information you needed. How did you go about completing the task?
- Tell me about a recent time when you approached a job or task in a completely different way than it had been done in the past.
- Tell me about a recent situation when you were given job instructions and you were unable to comprehend the instructions. How did you go about completing the task?
- When a decision is needed, what process do you use to come to the right response?

Customer Focus

Builds effective relationships with customers. Identifies customer expectations. Offers practical solutions to problems. Manages difficult customer situations. Meets commitments. Responds to requests for service and assistance.

- How do you go about understanding the expectations of your customer—internal and external? Walk me through an example with an actual customer.
- Describe a time when you successfully handled a customer complaint.
- Describe for me a recent time when a customer request could not be satisfied. What was the situation and how did you handle it?
- Tell me about a time when you encountered an angry customer. How did you handle it?
- Have you ever had to go the extra mile to satisfy a customer? Tell me what you did and what was the result?
- Give me an example of a time when you went out of your way to please a customer.
- Tell me about a recent time when you put the customer's needs ahead of the company's needs. What was the situation and how did you handle it?
- Give me an example of a time when a customer really tried your patience. How did you handle it?
- What skills or qualities are important for dealing effectively with customers? Give an example of when you displayed these skills or qualities.

- Tell me about your most rewarding customer service experience.
- Tell me about the most difficult customer service experience you've encountered. How did you handle it?
- Give me an example of a time when you were not able to meet a commitment to a customer (internal or external). What did you do?
- What does the term "internal customer service" mean to you? Tell me about a time you demonstrated excellent internal customer service.
- When a customer irritates you, how do you react? Tell me about a time that happened.

Dealing With Uncertainty

Recognizes the need and makes decisions based on available information and known principles.

- When a surprise or unforeseen crisis occurs at work, what is your typical plan of action? Give me an example of an instance where this happened.
- Give me an example where you needed to make a decision quickly.
- Recall a time from your work experience when your manager was unavailable and a problem arose. How did you handle that situation? How successful was the outcome? What did you learn from this experience?
- Tell me about a time when you needed to make a decision without complete information.

Decisiveness/Decision-Making Skills

Gathers and analyzes information. Considers consequences and arrives at a timely decision that meets organizational goals. Displays willingness to make decisions. Explains reasoning for decisions.

- What do you find most challenging about making a hard decision?
- Describe how you handled an on-the-job emergency.
- What is a tough work-related decision you had to make? What were the results?
- At times, we may need to interact with a peer who struggles making decisions. Give me an example of a time when this has happened and how you approached it.
- Walk me through the last big decision you made. What were the circumstances? What were the alternatives? What was the consequence of your decision?
- Tell me about a time when you delayed a decision to have more time to think.
- Describe a decision you had to make when you were really torn between the alternatives. How did you finally decide? What was the outcome?
- Describe a time you were faced with a decision you did not want to make. What did you do?
- Tell me about a time when you had to make a decision that affected multiple people. How did you communicate that decision and how was it received?

- It can be difficult to use good judgment when everyone else seems to disagree with your approach. Give me an example of a time when you had to go against the wishes of a group to get something accomplished. What did you do? How did you explain your reasoning? What was the result?
- Do you tend to make decisions quickly and instinctively or more slowly and methodically? Tell me about a time when your method did not achieve the results you expected. What happened and what did you do?

Delegation

Demonstrates appropriate use of the steps of delegation. Uses delegation to develop others, balance workload, and effectively manage time.

- Describe how you set expectations when delegating and how you have monitored progress. Give me an example of a time when this worked successfully/not successfully.
- When delegating, are you more comfortable giving the person to whom you delegated full authority or closely monitoring progress? Give me an example of when this worked well/didn't work well.
- How "hands-on" a manager are you? Give me a specific example of your style.
- Describe a time when you had to adjust your work style because the pace was hectic/slow?
- Tell me about a time you delegated a task or project to someone and were met with resistance. What did you do?
- Give me an example of a time you recognized another employee for achieving the results you were looking for.

Dependability

Commits to extra hours when necessary to reach goals. Completes task on time. Keeps commitments. Takes responsibility for actions. Notifies appropriate person with an alternate plan.

- Give me an example of a time when you went above and beyond to meet your project goal.
- Describe a situation in which you knew you would not be able to meet a deadline. What did you do?
- Tell me about a time when you had difficulty keeping a commitment. How did you handle it? What was the outcome?
- How do you ensure deadlines will be met? What steps do you use? Give me an example of a time you were under pressure to meet a deadline. What was the outcome?

Diversity/Inclusion

Recognizes and values the diversity and uniqueness of others. Empathetically and respectfully accepts these differences and works cooperatively and sincerely to optimize contributions of all individuals.

- What does diversity mean to you? What challenges come with a diverse work environment?
- What type of diversity initiatives does your current employer have? How have your actions supported this initiative?
- Tell me about a time when you had to apply EEO laws or enforce a company EEO policy.
- Describe the most culturally-diverse environment you've ever worked in. Tell me about one difficulty you encountered and how you handled it.
- What specific steps have you taken to ensure a harassment-free work environment?
- Tell me about a time you had to intervene and resolve a diversity conflict in the workplace.
- Describe a situation where you worked with someone you did not like or respect. How did you handle that relationship?
- Give an example that would show that you've been able to develop and maintain productive relations with others, even though there were differing points of view.
- Describe a time when you played an integral role in getting a diverse team to work effectively together.

Ethics/Integrity

Makes decisions and conducts self—consistent with organizational principles. Follows policies and procedures. Inspires the trust of others. Keeps commitments.

- What do you do when your manager directs you to do something that you know is against company policy and practices?
- When is it okay not to share the whole story or not to disclose all the facts?
- Give me an example of a time when you over-committed yourself. How did you handle it?
- Tell me about a time you were new to a company or work group. What steps did you take to build trust with coworkers and/or staff?
- Describe a time where you had to challenge assumptions or take a position. What was the outcome?
- Discuss a time when your integrity was challenged. How did you handle it?
- We generally recognize that policies and procedures are necessary for workplace efficiency. Tell me about a time when you had to work under a policy or procedure you did not agree with. What did you do?

- Have you ever made a career decision based on ethics or values? What was that decision?
- Have you ever been in a position where you had to decide whether to blow the whistle on someone? What did you choose to do and why?
- Everyone has to bend the rules sometimes. Give me an example of a time when you had to do this.

Facilitation/Presentation Skills

Uses variety of techniques/tools to conduct group discussions and to assist in group problem solving. Effectively communicates and presents in small or large groups. Prepares well, analyzes audience, and seeks innovative approaches to presenting ideas and materials.

- What techniques do you rely on to successfully conduct group discussion or problem solving? Give me an example of when that has been successful/not successful.
- In facilitating a meeting, tell me about a time you had to alter your approach because your usual method was not effective?
- Describe a time when you were particularly successful in your facilitation skills to achieve the desired result.
- Tell me about a time you were able to draw out a response from a quiet member of the group.
- Describe a time you had to use your presentation skills to influence someone's opinion.
- Describe a time you presented to a resistant audience.
- Describe the best presentation you've ever given and why it went so well.
- In which settings are you most comfortable in presenting? How does your style and comfort vary for large group versus small group presentations?

Facilitation/Presentation Skills (Related to Meetings)

Plans, conducts, and follows up meetings efficiently and effectively.

- What types of meetings do you lead? Do you have a preferred format?
- How do you plan for an effective and efficient meeting?
- Give me an example of a time you tracked and held members accountable for their assignments.
- In a meeting, how do you keep the meeting/players focused and making decisions? Give me an example of when that went well/didn't go well.
- In a meeting, how do you get each person to participate? Give me an example of when that went well/didn't go well.
- In a meeting, how do you manage contrary opinions? Give me an example of when that went well/didn't go well.
- Give me an example of a time when you facilitated a meeting and the discussion got very heated. What happened and what was the result?

Influencing

Presents information, ideas, and suggestions in a way that causes others to listen and consider alternate forms of accomplishing goals and objectives.

- Describe a successful situation in which you persuaded others to follow your lead or accept your suggestion. Why do you think you were effective? Now describe a situation where you were unsuccessful. What were the differences between the two? What did you learn?
- How do you influence your team to achieve the desired results?
- What are the two or three characteristics about your communication or leadership style that allow you to positively influence others?
- Give me an example of how you've sold a good idea to others.
- Tell me about a time when you had to sell an idea to a higher level of management. How did you do it and what was the outcome?

Informing

Selects appropriate amount and content of information required by others to achieve desired goals. Chooses appropriate medium. Communicates information in a clear manner.

- In your current work situation, how do you keep your manager informed? Your peers? How do you know you are successful?
- What basic business tools/strategies do you use to communicate and inform others? How does it vary depending on the group/individual needing the information?
- If you were told to communicate more clearly and succinctly, what steps would you take?
- What is your approach for staying on message?

Initiative

Asks for and offers help when needed. Looks for and takes advantage of opportunities. Undertakes self-development activities without being asked. Meets challenges with resourcefulness.

- Tell me about a time when you were overwhelmed with work. What did you do?
- What self-development activities have you done on your own during the last three years?
- Tell me about a time when you had to be particularly resourceful in meeting a challenge or completing a project?
- Tell me about a time when you asked for increased responsibility. What was your reasoning?
- Describe a recent time when you could not solve a job-related problem. What did you do?

Interpersonal

Keeps emotions under control. Listens to others without interrupting. Maintains confidentiality. Works well under pressure.

- Describe a work situation in which you were very emotional. How did you express yourself? What was the outcome?
- What specific techniques have you used to be an effective listener? Give me an example of when you applied them in a difficult situation.
- We all have times when we misinterpret something we are told. When has this happened to you? What was the outcome?
- Tell me about a time when you had to break a confidence. What was the reason and what did you do?
- Remaining calm under pressure is a difficult skill for many people. Tell me about a situation when you were able to do this. Describe a time when you weren't able to do this.
- Tell me about a time you had a serious conflict with a coworker. How did you handle the situation?

Leadership

Inspires and motivates others to perform well. Takes charge of a situation, has others follow his/her leadership, and has a powerful presence. Gives appropriate recognition. Makes others want to work with him/her.

- What makes you an effective leader? Why do you think people want to work for you?
- What strategies do you use to communicate a new directive/initiative?
- Describe a situation where your actions/words were instrumental in achieving the desired action.
- Describe your management or leadership style. Tell me about a situation that exemplifies that style.
- What techniques have you used to recognize individuals or groups? Give me a specific example.
- Tell me about a time when you had to inspire or energize an unmotivated individual or group. How did you do it and what was the result?
- In what areas of your leadership abilities are you the most confident? Give me an example of how you have used those abilities to lead others.
- Give me an example of a piece of constructive feedback you received about your leadership style. How did you respond?
- Tell me about a time you had to build trust and respect within a team or work group. What steps did you take and what was the outcome?

- Have you had a leadership mentor? If so, describe him or her. What have you carried with you from this exposure?
- Does a situation come to mind where you had to step in and take charge? Describe your role and how you influenced the outcome.
- What have you done to make the organization's vision and values known to others?
- How are you more self-aware now than earlier in your career? Are there certain tools you use to help in your leadership self-awareness?
- How do your values shape your actions? Give a workplace example.
- How do you redirect, "This is how we do it here?"

Leadership (Related to Goal Setting)

Develops and communicates goals that are specific, measurable, attainable, results oriented, and time limited.

- Are you familiar with the "SMART" technique? If so, what does it stand for? In your opinion, which of the elements are most important in goal setting?
- Describe a situation where you just were not able to meet a goal. Why? What was the business impact?
- How do you use goal setting in your professional work?
- How do you measure the degree of success regarding your goal accomplishments?
- What are valid reasons for an employee to not meet a goal?
- How do you set goals for your staff?
- It can be challenging to coordinate the efforts of multiple people and keep them focused. Describe a specific time when you had to do this. What approach did you use to get them coordinated? How did you keep them focused? What challenges, if any, did you overcome? What were the results?
- Describe a situation in which you not only set goals or created a plan but also took time to proactively anticipate obstacles and create contingency plans. What challenges or obstacles did you anticipate? What contingencies did you develop? Which did you implement? What was the result?
- Describe a recent time when you missed a project deadline. What was the situation and how did you handle it?
- Tell me about a recent time when organizational priorities changed that resulted in throwing your goals/priorities completely off track.
- Tell me about a recent time when you weren't willing to say no to a request and got overloaded.
- Describe a recent time when you said no to a request or project assignment. What was the situation and how did you handle it?

Leadership (Related to Vision)

Sees beyond the present. Anticipates future results and accurately predicts trends. Verbalizes the vision and leads the work group in that direction.

- What is your vision for your present job? How was this vision developed?
- What do you think your function needs to be focusing on in the short-term and the long-term?
- Can you think of a time when you saw your vision turn into a reality?
- Describe a short-term and long-term vision you created.
- How is long-term defined in your current company? What is your role in the company's vision (creation versus execution)?

Learning Agility

Learns and adapts quickly in new situations resulting in successful performance.

- Describe a time when you needed to analyze facts quickly, define key issues, or develop a plan that produced good results.
- Describe a time when you anticipated potential problems and developed preventive measures.
- Describe a time when you overcame a major obstacle.
- Describe a situation when you had to get started on something but didn't know what to do.
- Explain the quickest and the toughest mental transition you have ever had to make.

Management/Managing Others

Appropriately adapts style and approach to situation/person to achieve desired results. Improves processes and services. Includes staff in planning and decision making. Provides regular performance feedback. Takes responsibility. Works to improve management skills. Supports learning and growth in direct reports.

- Describe a situation where you needed to manage in a very different way. What was the outcome? Did you make the right decision?
- As you have grown in your career, how has your management style changed?
- Think of two current or former direct reports. How did you need to manage them differently? How effective was your approach with each? Which one had the best outcome?
- When do you choose to "dig in your heels" as a manager?
- Tell me about a time when you had a reporting employee who performed very well. Describe how you handled this on a day-to-day basis.
- Tell me about a recent workplace encounter or project that best demonstrates your management style.

- Tell me about a recent time you needed to adjust your approach with an employee. What was the situation and how did you handle it?
- Describe a recent situation where you needed to reassign job duties or projects due to the employee's inability to get the job done. What was the situation and how did you handle it?
- What is your greatest personal struggle in supervising others? Give me an example of a time when you overcame one of your struggles and resolved a problem.
- Tell me about an employee whose skills have increased because of your supervision.
- Describe your management style. Tell me about a situation that exemplifies your management style.
- Tell me what you did to promote open communication/teamwork in your department.
- How much of your time is/was spent on administrative or management details in your current/last job?
- What types of decisions do/did you make in your current/last position? Tell me about one particular decision that you were most proud of. How did you reach that decision?
- Tell me how you have involved direct reports in planning and decision making. Give me a specific example.
- What approach have you taken to provide performance feedback to staff? Tell me about the most difficult feedback session you had and how you planned for it.
- If you could change one managerial decision you made during the past two years, what would that be?
- How do you determine what issues to bring to your manager, which to delegate to staff, and which to resolve yourself?
- When the decision is made, how do you tell others what is required and when it is required?

Management/Managing Others (Related to Developing Direct Reports)

Engages in behaviors designed to help direct reports meet their career/job aspirations.

- What is your mentoring or training style?
- To get the most from your staff, describe the amount of structure, direction, and freedom you give.
- Describe your leadership style.
- Describe how you have helped a person grow in his/her career.
- How do you orient new employees to your department?
- What have you done to develop a successor for your position?

- Give me an example of how you've provided developmental tasks and assignments that linked directly to a person's development needs. How did you select the tasks? Which tasks or assignments did you proactively identify for the purpose of development?
- Share an example of how you have identified the career goals of a direct report. What actions did you take? What was the result of your efforts?
- Explain how you have used a formal development-planning process to help one or more direct reports attain their career goals. What specific role did you play in creating the development plan? In what ways did you follow up?
- Provide an example of when you proactively motivated someone to accept developmental tasks or projects for the purpose of professional development. How did you do it? What was the result?
- Tell me about a time when your developmental efforts of an employee backfired on you.
- Tell about a time when you've developed leaders under you.
- What process do you use to develop your employees so that they can successfully achieve the objectives of your organization?

Management/Managing Others (Related to Disciplinary Action)

Engages in progressive disciplinary activity when necessary to correct problem behaviors while maintaining and communicating respect for the person being disciplined.

- Have you ever had to discipline or counsel an employee? What was the nature of the discipline? What steps did you take? How did you prepare yourself?
- What is your approach in addressing performance issues of a staff member?
- Describe a situation where you have applied progressive discipline. What actions and steps were involved? What was the outcome?
- Describe when a coaching for improvement situation was successful.
- As a manager, have you ever had to fire anyone? If so, what were the circumstances and how did you handle it?
- Give me an example from your past work experiences about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?
- Give me an example of a time when a direct report made a serious mistake. What did you do?

Management/Managing Others (Related to Giving Feedback)

Provides timely, accurate, factual information to others about the impact and outcomes associated with their behavior. Provides timely performance-related feedback. Appropriately uses the concepts of both positive motivation and consequences to improve performance to preferred level.

- What are the key elements to providing effective feedback? Give an example of how you have used these successfully.
- When have you had to adjust your style to assure that the needed feedback is effective? How did this turn out?
- What is your approach in giving difficult feedback? Give me an example of a time when that worked well/didn't work well.
- During your career, what has been your role in developing performance management programs?
- What key indicators do you look for when evaluating an employee?
- How do you align developmental objectives with company goals/competencies?
- Give an example of helping an employee toward improved performance.

Management/Managing Others (Related to Motivating Others)

Recognizes others' internal motivators and establishes appropriate rewards and consequences that will result in desired performance.

- Describe a situation where you needed to motivate a difficult employee. What was the outcome?
- Under what circumstances are you best able to motivate others? Why? How do you know you are effective?
- How do you vary your style to motivate under more challenging circumstances versus more positive circumstances?
- Give an example of a time when you motivated yourself and/or others when faced with a difficult assignment.

Management/Managing Others (Related to Talent Management)

Recognizes need, develops desired qualifications, and develops and follows criteria for hiring. Uses a systematic approach to attract, develop, and retain people with the competencies to achieve the current and future objectives of the organization.

- Describe your approach to hiring staff. What elements comprise this process?
- Walk me through your process to determine the required skill set for a new position.
- To what degree does your current employer use competencies in defining talent needs?
- What staffing metrics do you use to measure success? Why were these chosen as significant?

- When training staff or managers on hiring, what do you emphasize?
- What is your experience in talent management?
- How have you shaped or designed the organization in response to talent issues? Where is your current company in addressing these types of issues?
- What policies and practices have you put in place to help structure the talent aspects of the organization?
- What methods or systems do you use to effectively recruit new employees?
- What methods or systems do you use to effectively retain your current employees?

Negotiating

Determines major objectives to be accomplished; listens to discover the other person's interests; remains open to ideas that lead to best overall solution.

- What makes an effective negotiator? Give me an example of an effective situation you've negotiated.
- How does negotiation play into your everyday work? Provide examples.
- How do you compromise in negotiations? Give an example of when this has been effective.
- Describe your labor relations negotiating/bargaining experience.
- When don't you negotiate? Give an example.

Patience

Behaves in a manner that encourages persistence in a calm and flexible manner.

- Describe a time in your most recent position where your patience was tested.
- Describe a time when you worked with a person less knowledgeable than you and how you helped that person grow.
- Describe a time when you empowered others.
- Is there something you take a great pride in that took an especially long time to accomplish? Give an example.
- What situations give you the most stress? How do you handle this?
- How does your manager or your employees know when you are angry?
- Tell me about a time you had to work more quickly than you felt comfortable doing. How did it affect you?

Perseverance/Tenacity

Demonstrates persistence and employs alternate behaviors in the face of changing events. Stays with a position or plan of action until the desired objective is achieved or is no longer reasonably attainable.

- Describe a time you had to "switch gears" in order to accomplish your goal.
- Tell me about a time when your actions were resisted by peers or subordinates.
- Talk to me about a situation in which you had to overcome a big obstacle to succeed at what you were doing. How did you overcome it?
- Tell me about a situation in which you feel you gained something by being persistent. What did you do and say?
- We all have situations where we fail despite our best efforts. What was one of those situations for you? Looking back, what could you have done differently?
- Describe a situation in which you were trying to influence someone and you realized you were pushing too hard. How did you know? What did you do?
- Describe for me a recent time when you almost gave up on a project or goal, but stuck to it.

Personal Accountability/Professionalism

Accepts responsibility for own actions, including failure. Embraces experience as learning opportunities and not blaming. Reacts well under pressure. Treats others with respect.

- Describe a time in your most recent position where you had to deal with failure.
- Have you ever missed an obvious solution to a problem? Give an example.
- What is the biggest professional mistake you have made? How did you recover? What did you learn?
- Tell me about a time you had to tactfully confront someone about his or her inappropriate action or behavior. How did you do it?
- Remaining calm under pressure is a difficult skill for many people. Tell me about a situation when you were able to do this. Describe a situation when you were not able to do this. What happened and what did you do?
- Give me an example of a time you took ownership of a situation. What was the result?

Planning/Organizing

Puts issues/work tasks/paperwork in logical fashion. Develops realistic action plans. Prioritizes and plans work activities. Develops a path to a desired outcome.

- Give me a summary of the techniques you use to plan and organize your work. Describe how you applied one of these techniques.
- Describe what your desk looks like. What is on it? Where are the current items to be addressed?
- Are you familiar with "5S"—if so, what does it mean? How do you personally use it?
- Which lean initiatives have you directly been involved? What impact did it have on your work/department?
- How do you assure that you do not get so caught up in "task" that you lose the big picture?
- Give me an example of a time when you had to organize and plan the work of others. How did you go about it?
- Tell me about a time when a coworker did not report to work and you had to take on extra duties to help out in that absence. How did you plan your day? What did you do?
- Describe a situation that didn't go as planned. What would you have done differently?
- What tools do you use to plan your day? How do these help you determine priorities? How do you keep others informed?
- How do you manage a project? What are the various elements used?

Priority Setting

Determines the interrelationship of tasks and the relative importance of tasks, makes plans, and takes action accordingly.

- Describe a time when your priorities didn't match your manager's priorities. What did you do?
- Tell me about a time when you had "more on your plate" than time to finish.
- What are your current priorities? How do you determine which are most critical?
- When do you just "wing" it? Tell me about a time when you "winged" it and what was the outcome.
- Tell me about a time when you were asked to complete more work than was reasonable during your workday. How did you handle it?

- Tell me about a time when you had several critical tasks to complete and were running out of time. What did you do?
- How do you determine priorities in scheduling your time? Give me an example of a time when you had to do many things at once. What was the result?
- What methods do you use to prioritize your work to ensure all tasks get completed?

Problem Solving

Gathers and analyzes information and identifies goals. Explores and selects solutions, implements an action plan, and evaluates results. Develops alternate solutions.

- What is your approach to problem solving? Give an example.
- How has your approach to problem solving changed as you've progressed in your career?
- Tell me about a problem that needed fixing where you weren't sure how to approach it.
- Describe a time where you developed a process in an effort to solve a problem.
- Have you ever had to fix a problem twice? Describe the situation.
- Tell me about a time when you had to problem solve with a group. What role did you play and what was the outcome?
- Describe the methods or techniques you have used to gather and analyze information. Give me a specific example of when you applied one (or more) of these methods to resolve an issue.
- Do you prefer to solve problems alone or with a group? Describe your reasoning.
- Give me an example of a time when you were proactive in solving a small problem before it turned into a major problem.
- Tell me about a time when you encountered a problem and your supervisor was not available to help you. How did you handle the problem?
- Tell me about a recent time when you needed to adjust your approach on the fly in order to complete a job or project.

Process Management

Uses the necessary steps to successfully execute and complete tasks. Demonstrates necessary discipline in adhering to existing processes.

- What process have you developed and/or initiated in your recent position?
- What processes do you follow in your current position?
- Do you believe there are times it may be appropriate to disregard a process? If so, when?
- Do you use any software or specific tools to help in process management?
- Give an example of when you recommended a change in process and someone disagreed. How did you handle the resistance?

Project Management

Plans and guides a project from start to finish using a methodical approach. Gathers and manages resources. Communicates changes and progress. Develops project plans.

- What is the scope of the projects you have managed? Pick one and briefly describe the process and end result? What was something unanticipated that occurred?
- What is your preferred approach to managing a project? What are the methods and tools used? What makes you effective? Tell me about a team project you had to manage.
- How have you acquired and managed resources needed for project success? Talk about a time when this was more difficult and how you overcame the obstacles?
- How do you drive for results? What is it about your approach or ability that results in you being chosen as a project leader? Give a recent example.
- Describe the procedures you have used to communicate project changes and progress and a specific project where that worked well for you/not so well for you.
- Tell me about the steps you have taken to get a project back on track when it was at risk of not being completed on time. Give me a specific example.
- Describe the process you use in developing a project plan. Tell me about a project that worked out very well because of the plan you developed. Give me an example of a project that was difficult to complete despite having a well thought-out plan. What did you do about it?

Quality

Applies feedback to improve performance. Looks for ways to improve and promote quality. Monitors own work to ensure quality.

- Tell me about a quality improvement that you initiated and implemented. How did it improve the organization?
- What methods or techniques do you use to monitor the quality of your work? Give me an example of when using these methods enabled you to correct a problem or error that otherwise would not have been identified.
- Tell me about a time when you were given constructive feedback. How did you use it to improve your quality of work?

Reliable/Punctual

Arrives at meetings and appointments on time. Is consistently at work and on time.

- What do you do to ensure you are on time for meetings and appointments?
- Tell me about a time when you were late for an important meeting. What did you do?
- How many unexcused days did you miss from work in the last year? Can your last employer verify this information? Have you ever been disciplined and/or terminated for poor attendance?
- Tell me about a time when you had to be absent from work and how you arranged for the necessary coverage of your job.
- If I were to contact your previous employer, how would they comment about your attendance?

Resilience

Recovers quickly from setbacks or difficult situations.

- Describe a time when you were faced with a compelling work situation that took considerable amounts of your time and personal energy/focus. How did you manage this effectively?
- What are the work situations that you find affect you the most? What are your rebound strategies? Give a recent example.
- What is one of the biggest work-related setbacks you have experienced? What was the impact? How did you overcome it?
- Provide an example of where you had to change strategies midstream during a project and you still did not achieve the desired outcome. What was the impact on you?

Results-Oriented/Drive for Results

Directs behavior to emphasize the achievement of organization goals and core values.

- Tell me about the last successful project you led.
- What results have you achieved that you are most proud of?
- How do you measure your work results?
- What does it mean to you to be results-oriented?
- How have you emphasized the achievement of your organization's goals and core values?
- Describe for me a recent time when you anticipated obstacles and were prepared with a contingency plan.
- Give me a specific example that demonstrates your reputation for success and quality performance.
- Tell me about two recent instances that showcase your drive for stellar results.
- Tell me about a recent time when you stopped working on a goal or project. Walk me through the project or goal and explain the work you put into the project. What was the outcome?
- Describe a time you came up with a process or procedure to solve a problem.
- Tell me about a time when you went above and beyond the "call-of-duty" to get the job done. How were your efforts recognized?

Risk Taking

Willing to act in situations where outcomes are not entirely clear. Makes decisions when less than complete information is available. Recognizes the need for actions and decisions despite the existence of uncertainty.

- What are the biggest risks you've taken in recent years?
- Describe a time you had a problem and didn't know what to do.
- Describe a time when someone asked you to try something completely new.
- Give me an example of a time when you had to take action or make a decision without the necessary approval. What motivated you and what was the risk?
- Tell me about an opportunity that presented itself but was risky. What did you do?
- What is the biggest risk you've taken in the last three years and what motivated you to take it?

Safety/Security

Determine appropriate action beyond guidelines. Observes safety and security procedures. Reports potentially unsafe conditions. Uses equipment and materials properly.

- How do you ensure your work is performed in a safe manner?
- Tell me about a task that required you to follow established safety guidelines.
- Have you participated in a safety committee? What was your role? What were your responsibilities?
- Tell me about a time when you had to compromise a safety procedure to expedite a task you had to complete. What was the outcome?
- Tell me about an unsafe condition that you had to report or correct. What was the potential impact if it had not been corrected?
- Tell me about a time when you saw a safety hazard at work? What did you do?

Self-Development

Accepts responsibility for own continued learning and growth. Sets and achieves challenging goals.

- Give me an example of a goal you set for yourself and how you achieved it. Give me an example of a time when you faced obstacles that kept you from meeting a goal.
- How do you keep up with current business trends?
- What are you doing to develop personally as well as professionally?
- What is the last business book you read? What was your biggest take away?
- What are your current business-related subscriptions and memberships?
- What responsibility have you taken in the past year to develop your own job-related knowledge and skills?
- Describe a time you volunteered to take on something new so that you could learn from it.
- Tell me about a recent time when your job knowledge helped save the day.
- Describe the process you use to set and achieve goals.
- What have you done in the last year to upgrade or improve your skills?

Self-Knowledge/Self-Motivation

Accurately assesses own strengths and areas for improvement. Knows likes/dislikes. Possesses self-awareness. Measures self against standard of excellence.

- What are your strengths? Opportunities for improvement?
- Have you received any sort of systematic or regular feedback (360-degree or otherwise) from direct reports, clients, peers, supervisors, etc.? If so, what did you learn?
- What has been the most difficult criticism/feedback for you to receive?
- How have you changed the most in your career?
- What have you discovered about yourself through your career?
- How have you served as a role model for others?
- What personality types would you rather not work with?
- How do you measure your own success?
- All jobs have frustrations. What aspects of your current job are most frustrating and why?
- Describe your ideal position.
- What was the biggest mistake you have made in your work? What did you learn from it?
- Tell me about a time when you felt you came up short on your performance. What did you do about it?
- What are the two most valuable skills you learned in the last year and how did you apply them?
- What is the best way to motivate you?
- What discourages you from doing a good job?
- What motivates you intrinsically and extrinsically?

Selling Skills

Influences others in a positive way by understanding their needs, goals, and aspirations. Offers information, examples, products, and services that address those issues. Secures others' commitment accordingly.

- Talk about a time when you had to deal with an unreasonable customer.
- Talk about a time when you almost lost a customer and had to turn it around.
- Describe a situation where you uncovered a problem you were able to solve. What was the outcome?
- How do you maintain or enhance your relationship with a current account/customer?
- How do you build your "pipeline"?

- Describe a situation in which you were able to use persuasion to successfully convince someone.
- Give me an example of a time when you introduced a new idea. Describe what it covered, the steps you took to implement it, and why you saw the need to introduce it.
- Describe a situation where you were unsuccessful in closing a sale.
- Tell me about a time where you made a mistake with a client or prospect. How did you handle it?
- What sales skills do you think are the most important to having success in sales? Tell me about a time when you used those skills?
- Walk me through how you organize a sales presentation.
- What are the key issues in negotiating? Tell me about a time when you had to negotiate to close a deal?
- Describe a time when your company did not deliver on its product or service and the customer complained to you. How did you handle it?
- How would customers describe you as their sales representative? Why?

Selling Skills (Related to Closing)

Brings the other party to a decision. Asks for an order.

- Describe a situation where you used persuasion to successfully convince someone to see things your way.
- Describe a situation where you asked the customer for an order.
- When a sale is stalled, what actions do you take?
- What have you found to be effective strategies to close a sale?
- What are the key skills in closing? When did you use these skills to successfully close a sale? Walk me through that customer relationship.

Strategic Thinking

Focuses on the big picture to identify trends and create opportunities. Uses organizational processes and procedures to achieve outcomes. Displays orientation to profitability. Understands business implications of decisions.

- Describe a time you were part of a team that was developing a strategy. What steps did you take to develop that strategy?
- Talk about a time you were implementing a strategy and had to revise it or change direction.
- Talk about a time when your attempt to be strategic got you in trouble.

- What is the most strategic program you have implemented during the past 12 months?
- How do you use data in your strategic planning?
- What are two strategic forces impacting your industry? How do you address these in your role?
- What sources of information do you typically use in reaching a decision at work?
- How do you go about identifying opportunities and roadblocks in your department's key strategies?
- Regarding your current company, what are two to three unique business differentiators that shape _____ (fill in the blank, i.e. marketing, HR, engineering, finance)?
- What do you see as the three most significant issues facing our industry in the future? What do you recommend we do to ready ourselves for these issues?
- Describe an effective organizational process that you were a part of implementing. What results have you seen?
- How have you influenced the need for change among the organization's business systems?
- Tell me about a decision you made that negatively affected another person or department. What did you do?
- Describe a decision you had to make that had a significant financial impact on the organization.

Teamwork/ Team Building

Recognizes and builds on strengths of others. Looks for ways to build positive relationships on the work team. Demonstrates trust and respect for others. Balances team and individual responsibilities. Able to build morale and group commitments. Supports everyone's efforts to succeed. Puts success of team above own interests. Gives and welcomes feedback.

- Give me an example of a time when you worked as part of a team. What was your role? What difficulties did the team experience? What was the outcome?
- Talk about a time you were on a team with a "bad attitude." What did you do to turn it around? OR Describe how you were able to build a positive team spirit.
- Describe a time when you built trust within a team where none previously existed.
- What specific things have you done to build the strengths of your employees?
- What do you think are the key elements that keep a team from being dysfunctional? Tell me about a time when that worked.
- What skills do you use to build professional relationships? Give me an example of a time when those skills have been effective.
- Give me an example of how you have kept team members motivated on a project.
- Teams evolve through cycles and sometimes motivation can be lacking. Tell me about a time when you had to contribute to re-energizing a team and build morale. What did you do?

- Give an example of a successful project you were part of. What was your role? Why was the project successful?
- Tell me about a person at work that you clash with. Describe a recent interaction with this individual.
- Tell me about a recent time when you pulled others together to help finish a job.
- Describe a recent time when you went out of your way to make sure a coworker was included in a conversation or their voice was heard in a meeting.
- Tell me about a recent time when you had to deal with a coworker who wasn't doing his/her fair share of the work. What was the situation? What did you do? What was the outcome?
- Tell me about a recent time when you helped to successfully resolve a workplace conflict? What was the situation and how did you handle it?
- Describe a recent time when you had a disagreement with a coworker. How did you manage to work it out?
- It can sometimes be difficult to fulfill individual responsibilities and be part of a team. Give me an example of a time when you had to face this conflict and reached a satisfactory compromise.
- Tell me about a time you had to set your own interests or priorities aside in the interests of the team.
- Give me a recent example when you didn't agree with the viewpoint of a person on your team. How did you handle it?
- Describe a time when you received constructive feedback from another team member. What was it and how did you respond? What was the most difficult feedback you had to give another team member and how did you do it?
- Do you prefer to work by yourself or with a team? Which is more interesting to you and why?
- What personality types are easiest for you to get along with? Give me an example of a difficult work relationship and how you dealt with it.

Technical Skills

Possesses the knowledge and abilities necessary to perform required job elements to established standards.

- Tell me about a time when your technical skills and knowledge contributed to achieving a goal.
- Describe a time when you were challenged beyond your technical capabilities.
- Describe your technical capabilities and how you keep current with your skills.
- What is the most recent technical training you've completed?
- What resources (technology or otherwise) do you use on a daily basis to assist you in making decisions?

Technical Skills (Related to Computer Skills/Technology)

- Provide a recent example of how you've used technology to improve your work.
- How have you leveraged technology to advance your department, business unit, or company? Give an example.
- Tell me about a time when you stumbled because you were not up to speed with the technology you needed to do your job.
- Describe the most complex (program/spreadsheet) you have created.
- This position requires a high level of skill in word processing. Give me an example which would highlight your ability in this area.
- What software/technology programs have you worked with? Rate your level of competency in each program (basic, intermediate, advanced).

Technical Skills (Related to Manufacturing)

- What types of manufacturing processes are you familiar with from your past work experience that could be applied to our product?
- This job requires a minimum of ten years of XYZ product development experience. Tell me about your product development experience and how that could be applied to this position.
- What time management techniques do you use to ensure you meet productivity standards or deadlines? Give me a specific example of when you applied these techniques successfully.
- Give me an example of time when you were faced with a quality vs. quantity conflict. What did you do?

- Give me an example of a technical problem you had to resolve. What was the problem, what action did you take, and what was the result? How did others learn from your experience?

Time Management

Allocates time efficiently to the most important issues and knows what not to spend time on. Completes work in a timely fashion.

- When was the last time you missed a deadline? What were the circumstances?
- Are you better managing multiple priorities or one at a time? Tell me about a time you were successful/not successful.
- Talk about a time you were overloaded.
- What time management tools do you use?
- How do you structure your day? Your week?
- What are you most likely to delegate?
- Where do you tend to get bogged down? Provide me an example of how you've worked to overcome that.

Trust/Respect

Offers respect to all in the work environment. Adheres to high personal standards of acceptance, reliability, openness, and consistency of action with words.

- Have you ever had to break someone's confidence? What were the circumstances?
- Tell me about a time you had to deliver bad news. How did you communicate this?
- How have you built trust within your team or organization? Give a specific example.
- Give me an example of how you have ensured the work environment remains respectful despite a difference of opinion?
- How do other employees describe you? Where do they see you demonstrating trust and respect? Give specific examples.