**Supervision and Management**

**Experience**
What experience have you had in supervision?

What is the role of a supervisor?

What experience have you had in resolving grievances?

What experience have you had in investigating discrimination/sexual harassment complaints?

What do you like the best about supervision?

What do you like the least about supervision?

What has been your most positive experience in supervision?

What has been your most negative experience in supervision?

Which aspect of supervision did you feel the least/most comfortable with?

Give us an example of a situation that you handled which would demonstrate your ability to supervise.

Have you had any experience in applying the provisions of the Americans With Disabilities Act?

Having supervisory experience you may have run into problems with a member of your staff. What type of problem did you encounter and how did you handle it?

What aspect of supervision is easiest/most difficult for you and why?

Tell us about your most difficult supervisory experience and how did you handle it?

Tell us about your most difficult supervisory experience and what did you learn from it?

Have you hired staff?
What qualities did you look for?
Tell us about your experience in supervising clerical staff. What experience have you had in supervising field workers?

Tell us about your experience in supervising professional staff. Tell us about your experience in supervising technical staff. Have you had an opportunity to supervise staff in a number of different functions, such as professional and clerical? Tell us about your experience. Have you supervised volunteers? Tell us about your experience. Under which circumstances would you refer an employee to the employee assistance program?

What is the most challenging situation that you’ve had with your subordinate supervisors? How did you handle it?

How would you assess your ability as a supervisor? How would you assess your ability to work with medical staff?

Tell us about your experience with employees and substance abuse.

**Knowledge**

What is the purpose of a performance appraisal?

What is the most important quality a supervisor should have?

An employee approaches you with a sexual harassment-related problem. In your discussion with the employee, what items of information will be of the most importance?

What are the characteristics of an effective supervisor?

What qualities make for a good boss?

What steps can a supervisor take to improve the capabilities of staff?

How should an assignment be made to an employee?

What is a grievance?
What are a supervisor’s responsibilities under Affirmative Action?

What can a supervisor do to communicate the organization’s affirmative action policy?

What is grievable under the grievance procedure?

What is authority?

What is responsibility?

What are the keys for obtaining results from brainstorming?

How would a supervisor evaluate an administrative employee’s performance?

What are the three most common weaknesses of managers and supervisors?

What is management?

What is supervision?

What is the difference between management and supervision?

Why is feedback important?

What are some of the ways in which an employee starts to behave that usually indicate a potential problem?

What guidelines should be followed in counseling an employee?

Name the major sources of conflict in organizations. Describe the process by which conflict in an organization should be addressed. What are the five functions of a supervisor?

What considerations should be made in establishing organizational goals for your unit?
What actions can a supervisor take to insure that subordinates support the mission and goals of an organization?

What are the differences in supervising union personnel versus non-union personnel?

Would you manage consultants any differently than the way you would manage your own professional staff?

Name three means by which employees may be recognized for excellent performance.

Name the situations in which a supervisor should use a direct order.

What are some of the actions a supervisor can take to encourage creativity in the office?

Vacations during the holidays are popular among employees. Describe the actions a supervisor can take to ensure that service levels are unaffected during these times.

What are the guidelines to follow in constructively criticizing an employee?

Under what circumstances does an employee become a "problem employee?"

From a supervisory standpoint, what is the difference between a grievance and a discrimination complaint?

What are some of the signs that you're staff may be suffering from burnout?

What is the importance of communicating expectations to staff?

Why is it necessary for a supervisor to act decisively?

What is the relationship between responsibility and authority?

How can a supervisor mitigate the effect of change on employees?

Name some of the forces that can drive change in an organization.

What are the steps involved in making a supervisory decision?

Situations
Two employees come to you about a verbal disagreement. One says the incident happened one way, and the other employee has a different story. There are no other witnesses. What will you do?

You have an exemplary employee who suddenly starts coming in late. How will you handle this situation?

You supervise a group of employees, one employee complains that the office is too hot, another employee complains that the office is too cold. How will you handle this?

An employee complains that you gave another employee a benefit that the employee did not receive. He states that this is not fair. How will you handle this employee?

A supervisor from another group comes to you and complains that your employee visits the other group constantly and disrupts the work. What steps will you take?

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An employee is not performing the assigned tasks correctly. As the supervisor what will you do?

An employee continues to make careless mistakes. How will you address the situation?

You notice that an employee is continually on the telephone for personal telephone calls. What steps will you take?

Your organization does not have a dress code. However, one of your employees continues to come to work in inappropriate attire. How will you handle this situation?

An irate citizen calls regarding one of your employees who was speeding on the expressway. What steps will you take regarding the employee?
A work stoppage has just concluded. A number of employees participated in the work stoppage, while others came to work. To insure that your organization continues to work effectively, what steps can you take?

Your employee complains that an employee from another group has been coming over and disrupting work. How will you handle this complaint?

An exemplary employee starts to become listless at work, misses deadlines, comes in late, and takes extended breaks. As the supervisor what action will you take?

It’s your first day on the job. Your new job includes the supervision of 10 employees. What is the first thing you will do?

You smell alcohol on an employee. What will you do?

Your employee operating a piece of heavy equipment appears to be under the influence. What action will you take?

Two of your staff are involved in a verbal altercation in your office area. How will you handle this situation?

One of your employees is using derogatory language on a telephone call. You and a number of your staff hear the employee. What will you do? If you pursue disciplinary action, what will the charges be?

During a routine audit, you find that the timekeeper credited herself with more overtime than was actually worked. How will you address the situation?

One of your employees does not get along with his coworkers. The employee seems to be always in a bad mood and doesn’t socialize. How will you handle this employee?

New management has overturned a process that you championed and implemented. How will you inform your staff of the change?

You ask one of your staff to deliver some mail to another facility. The staff member refuses citing the rainy weather. How will you handle the refusal?
You’ve been appointed as the new supervisor for your group. The others in the group have more seniority and two of them also interviewed for the position you’ve been appointed to. How will you approach your new assignment?

Your most reliable employee comes to you and tells you that her job has become boring and unchallenging. She tells you that she’s considering transferring to another section. What is your response?

As you review an employee’s performance rating, the employee suddenly slams his fist on the table and starts to berate you. How will you handle this situation?

Another section has been reassigned to your supervision. The work of this section while related is different from the work in your section. What steps will you take as you begin to manage these sections?

Historically, your staff has worked a standard 5-day, 8-hour shift. Consistent with county policy, staff has requested a flex schedule. How will you handle their request?

Your staff works on an alternative work schedule, the 9/80. Under the 9/80 there is a fixed day off. Your employee requests a floating day off due to personal court appearances for non-Department business. How will you handle the situation?

Your office is responsible for staffing a service counter. Lately you’ve noticed that your employees are finishing their breakfast after the counter opens. What will you do?

You have announced that your organization will be filling a supervisory position. One of your employees who is eligible for the position has started to vie for your attention and to bring you donuts in the morning. Other employees and supervisors have commented on this employee’s behavior. What action will you take?

One of your employees constantly has people at his desk. The people are not employees and do not appear to have business with your department. How will you address this situation?
An employee has started selling cosmetics as a second job. The employee is taking orders at her desk both in person and over the telephone during lunch. What will you do?

Two of your employees have developed a romantic relationship. They are openly affectionate in the office. How will you handle the situation?

You’ve made an assignment to one of your most competent employees. The employee comes to you and states that the assignment is outside of their job description and that they will not do the assignment without first speaking with the union. What will you do?

The customer service representative for one of your vendors has complained about one of your employees harassing her. The employee has made comments on her appearance, shown up at her office, and given her small gifts. How will you address the situation?

After checking on one of your crews in the field you drive to another location. Upon your return to the crew, you’re informed that one of the crew was picked up in a private vehicle and left. The employee who left simply said that they were gone for the day. What actions might you take?

Your employee consistently turns in incomplete assignments. The employee either doesn’t do some of the work or fails to complete the work. What will you do?

One of your employees is consistently late. When you talk to the employee, the employee says that it isn’t his fault because the bus is always late. What steps will you take to correct the situation?

Your employee always finishes her work early and does an excellent job. However, once she’s finished you notice that she has a tendency to socialize and works on her personal business. How will you handle the situation?

You discover that one of your better employees was arrested during their vacation. The employee has not returned to work. What action will you take?

You will be leaving on a three-week vacation in two days. What will you do to insure that your organization operates smoothly in your absence?
One of your employees has become a chronic complainer. What if anything will you do?

Your employee is constantly talking and laughing loudly in the office. The employee's behavior is beginning to disrupt the work. How will you address the situation?

A customer calls and complains that your employee has been rude and abrupt with her. What action will you take?

One of your employees has been under tremendous stress at home. The employee's performance has started to suffer. What will you do?

Your employee comes to you and states that his ex-girlfriend has been calling him continually at work. She has threatened him and he believes that she is stalking him. How will you address the situation?

Another supervisor forwards a voicemail from one of your trusted employees. In the voicemail the employee states that if the supervisor can't convince you to approve overtime, then the employee will do the work on straight time, but if anything goes wrong its your fault. Will you speak to the trusted employee about the voicemail? And if so, what will you say?

One of your employees tells you that another employee has a weapon in their possession at the work site. What will you do?