



1

People Don't Come with Instruction Manuals

**I could get my job done
around here if it weren't for
the people.**



2

2

6 Topics for Today

Handout
Page 1

1. Clear job descriptions – competencies, skills, tasks.
2. Cultural alignment and compliance with state employment laws.
3. Interview questions – let's keep them legal.
4. Behavioral interviewing creates objective decisions
5. Candidate answers that are red flags.
6. 10-second rule & confirmation bias.



3

3

Quote for Today

Handout
Page 2

**“An interview is not an interrogation;
it’s a conversation. But it’s a
conversation you must prepare for.”**

~ Anonymous



4

4

Now for you to ponder ...

Handout
Page 2

How can you develop more confidence on the job with Human Resources issues?



- _____
- _____
- _____
- _____
- _____

5

5

Core Competencies for FL City Clerks and Assistant City Clerks

Handout
Page 2

- Key Legal & Compliance Competencies
- Administrative & Technical Competencies
- Professional Soft Skills & Interpersonal Competencies
- Professional Certifications in Florida

6

6

Winning the Interview



7

7

It's Time to be Legal!

Handout
Page 3

8

8

Handout
Page 3



Behavioral Interviewing — what past behavior can you learn about the candidate?

Situational Interviewing — ask a “what if” question to ascertain the candidate’s problem- solving ability.

9

Interviewing Formula

Handout
Page 3

A Able?

W Willing?

M Manageable?



10

10

Sample Behavioral Questions

Handout
Page 3

- 1. Tell me how you ensure that your work is accurate and consistent?**
- 2. Tell me about a time when you were asked to complete a task that you didn't know anything about. How did you complete the task?**
- 3. Describe a time that someone on your team wanted to take a short cut on a task and you felt the quality would be compromised. How did you handle it?**

11

11

Sample Situational Questions

Handout
Page 3

- 1. You've been asked to pull together a training session in 45 minutes for a new hire. You've never done this before; how do you handle it?**
- 2. You've received a call that there is a former employee, very angry, heading to your work area. What do you do?**

12

12

Competency Focused Questions

Handout
Page 4

Desired Competency	Competency-based Question

Check page 2 for competencies

13

13

Eye Candy



14

14

2 Resources for You Now — and at the Office

- Behavioral and Situational Anchors — Page 5
- Power Verbs — Page 6



15

15

Red Flags During Interviews

Handout
Page 7

- **Badmouthing Employers:** Blaming past supervisors or coworkers for every career problem shows a lack of accountability.
- **Lack of Preparation:** Knowing nothing about the municipality or position.
- **Apathy or Rudeness:** Treating the interviewers or other team members poorly reveals a toxic attitude.
- **Dishonesty:** Getting caught in untruths about past work, skills, or employment dates.
- **Poor Communication:** Interrupting the interviewer or failing to answer the question asked.
- **No Questions:** Having no questions at the end can mean the candidate lacks curiosity or engagement.
- **Inability to Give Examples:** Giving vague answers instead of real stories shows a lack of experience.

16

16

10-Second Rule and Confirmation Bias

Handout
Page 7

1. The 10-Second Rule (The Trigger)

Categorizing people to assess safety, competence, and rapport before a candidate even answers the first question:

Visual Cues: Attire, grooming, posture, and facial expressions.

Behavioral Cues: The firmness of a handshake, eye contact, and punctuality.

Vocal Cues: Tone of voice, speech rate, and initial greetings.

2. Confirmation Bias (The Filter)

Confirmation bias acts as a filter for everything that follows the first impression.

- Unfair paths: the interviewer wants the candidate to succeed
- Or the interviewer wants to find flaws.



17

17

Quote for Closure:

“What’s important in life is not what you **know** to be true; it’s what you **do**.”



18

18

**We hope you found this course
to be excellent!**

Handout
Page 7



What are one or two ideas to take with you?



19

19

Anne Schroeder

- Management consultant and trainer
- Experience with FL county and municipal governments
- Background: former director of the Florida Institute of Government in SW Florida
- Co-coordinate the Florida Certified Election Professional Program – 2 awards
- Certified in bullying awareness and prevention



20

20