



How-to Guide: Hiring Skilled Supervisors



Sample Job Posting

We are seeking an experienced, skilled supervisor with a proven record of the following:

- **Mission Driven Leadership:** communicating how daily work connects to the mission and ensuring decisions reflect organizational priorities
- **Goal Setting and Planning:** planning strategically, setting team goals, and coaching direct reports to succeed in their assigned roles
- **Change Management:** helping teams stay resilient during transitions and encouraging creative solutions within resource constraints
- **Operational and Strategic Thinking:** balancing program needs with available capacity, ensuring adherence to regulations and funding guidelines, and collaborating with stakeholders and partners
- **Coaching:** providing timely feedback, recognition, clarity, and support, and demonstrating a strong commitment to developing team members
- **Delegation:** assessing individual employees' readiness, ability, and interest in engaging in tasks, and assigning projects and tasks accordingly with the required support
- **Active Listening:** listening to understand and making real changes based on your direct reports' feedback, thoughts, and ideas
- **Communication:** clear, concise, consistent and effective two-way communication with direct reports

The Public Health Workforce Interests and Needs Survey (PH WINS), conducted in 2014, 2017, 2021, and 2024, supports the government public health workforce by measuring strengths and gaps to inform future investments in funding, training, recruitment, and retention.



Insights to Action is a suite of resources meant to help state and local public health agencies improve recruitment and retention by acting on their PH WINS data.

Sample Job Posting, continued

- **Conflict Resolution:** addressing conflicts and issues empathetically, directly, and promptly
- **Accountability:** holding direct reports accountable to meet the expectations of the position and organization and being accountable for your own work and missteps
- **Adaptability and Flexibility:** when possible within organizational constraints, accommodating your team by changing course and adapting to their needs
- **Empathy and Emotional Intelligence:** understanding that your direct reports are complex human beings and working to understand their motivations
- **Humility:** being open to ideas and feedback from your team, and open to continuously improving as a supervisor
- **Recognition and Motivation:** encouraging desired behaviors by recognizing and celebrating achievements

Sample Interview Questions and Evaluation Guidance

Question	Listen for examples of...	
Describe your approach to supervising people and leading teams.	<ul style="list-style-type: none">• Mission-driven leadership• Goal setting and planning• Coaching• Empathy and emotional intelligence• Humility	<ul style="list-style-type: none">• Active listening• Communication• Conflict resolution• Adaptability and flexibility• Recognition and motivation
Can you describe a time when you had to set strategic goals for your team? How did you ensure alignment with organizational objectives, and how did you track progress? Follow-up: How did you adjust when challenges arose?	<ul style="list-style-type: none">• Mission-driven leadership• Goal setting and planning	<ul style="list-style-type: none">• Operational and strategic thinking
Give an example of a time when you successfully led a team through change or difficulty.	<ul style="list-style-type: none">• Change management• Empathy and emotional intelligence	<ul style="list-style-type: none">• Communication• Adaptability and flexibility
Tell me about a time when you coached a team member who was struggling. What approach did you take, and what was the outcome?	<ul style="list-style-type: none">• Coaching• Accountability• Conflict resolution	<ul style="list-style-type: none">• Humility• Communication

Question

Listen for examples of...

Describe a time when you had to deliver a difficult message to your team. How did you approach it, and what was the result?

Follow-up: How do you ensure your communication is clear and understood?

- Communication
- Empathy and emotional intelligence

- Active listening

Can you give an example of how you assessed an employee's readiness for a new responsibility? How did you provide support while ensuring accountability?

- Coaching

- Delegation

Tell me about a time when you received critical feedback from your team. How did you respond, and did you implement any changes as a result?

Follow-up: How do you ensure your team feels heard and valued in day-to-day interactions?

- Humility
- Communication
- Active listening

- Conflict resolution
- Accountability

How do you foster positive relationships on your team? What do you do if team members are struggling to work well together?

- Conflict resolution
- Communication

- Active listening
- Humility

How do you ensure your team members feel valued for their contributions to the organization's mission?

- Recognition and motivation

- Mission driven leadership

Can you share an experience when you had to hold a team member accountable for underperformance? How did you handle it, and what was the outcome?

Follow-up: How do you model accountability as a leader?

- Accountability
- Communication

- Active listening
- Humility

Describe a situation where you had to support a team member going through a difficult personal or professional challenge. How did you approach it?

Follow-up: How do you balance empathy with maintaining professional expectations?

- Empathy and emotional intelligence
- Communication

- Active listening

Can you share a time when you realized you made a mistake as a leader? How did you handle it, and what did you learn?

Follow-up: How do you create an environment where your team feels comfortable providing feedback to you?

- Humility
- Communication

- Accountability