



Sample Questions and Context Statements

4 Tips For Success

- 1** When designing **context statements and questions** for a competency, consider how your unconscious biases or assumptions may influence your choices (e.g. a bias that provides advantages to internal candidates and excludes external candidates). In addition, imagine Indigenous candidates reading the statements and questions: will the questions you ask allow them to feel safe and welcome in the space? Do you need to re-think your statement and questions? What can you learn from this?
- 2** Depending upon the job, a candidate with no experience working with Indigenous people, communities and organizations may demonstrate the thinking, attitude, approach and behaviours that indicate they would be effective in the role (see the interpretive wheel in the interpretive guide to better understand this). Increase opportunities to support those candidates with direct experience *and* high potential candidates by:
 - removing the requirement for an Indigenous customer/client/group/community interaction, or
 - asking for an example of experience with customers, clients from various other cultural backgrounds, history and experiences.
- 3** These **sample questions** often include a potential follow-up question. A selection of generic follow-up questions is also provided in a separate section below. The goal of these is to elicit a thorough response with enough depth and information to help you effectively evaluate the candidate. *These questions are samples. You may decide to use portions, to combine several different questions, or in general use them in a manner that best supports candidates demonstrating their potential and expertise.*
- 4** Candidates are more likely to provide greater quality and depth of information when provided with appropriate background and context about why there is a strong focus on working with Indigenous people, communities and organizations. **Sample context statements** are provided here; tailor these to your specific setting so that the candidate understands why you are asking an Indigenous relations behavioural competency question. This supports hiring the person who will be most successful in the position. *Keep in mind those candidates from outside of your ministry and the BC Public Service, and set them up for a high quality interview by providing information free of jargon, acronyms and abbreviations.*
- 5** When writing a context statement, acknowledge the diversity of Indigenous cultures and help candidates recognize that even candidates who are Indigenous will be assessed because they may be required to work with colleagues or clients from an Indigenous culture other than their own.

Competency

Sample Questions



Competencies that support **PERSONAL EFFECTIVENESS**



Sample Questions and Context Statements

Competency	Sample Questions
COMMITMENT	<ul style="list-style-type: none"> Share with us an example that demonstrates your ability to follow through on a commitment made to a customer (preferably Indigenous). Follow-up: What did you learn during this process? Share with us an example of a failed commitment you made to an individual, group or organization (preferably Indigenous). Follow up: What did you assume about how the news would be received? What, if anything, was different from what you thought might happen? What would you do today? Please share about a time when you demonstrated your commitment to maintaining continuity in a community relations or in customer service relationship when your role or responsibilities changed (preferably in a First Nations/Indigenous setting). What was the hardest part of ensuring commitment to continuity? Follow up: What will you bring to this this position that will demonstrate your commitment? Describe an initiative/project where you made promises or commitments to others but were challenged by a change in priorities. What did you see as most important at that time? What did you do about it? Describe a time when you worked with First Nations (or an interest group) and wanted to share information that you believed would have a positive impact on the relationship. How did you determine this? What did you do to come to this conclusion? What is your approach to making and following through on commitments? Describe a time when you kept a work commitment to an Indigenous individual, community or First Nation (or an interest holder, partner or customer) despite obstacles and problems you encountered. How did this reflect the approach you just described? Follow up: What will you bring from this experience to your work in this position? When you promise or commit to providing information and/or support to a group or individual that you serve, how do you ensure you'll be able to deliver on it? Please tell us about a time when you made a promise or commitment to an individual or group (preferably Indigenous related) that you could not fulfill. What led to this? What would you do differently next time?
EMPATHY	<ul style="list-style-type: none"> Talk about a time when you were in a confrontational situation with someone (a customer, your supervisor, a co-worker, etc.). What did you do and why? What is it about this experience you found difficult and what was easy for you? Follow-up: What will you do when this happens in the future? Describe a situation where you needed to recognize and understand the emotions and viewpoint of someone from a culture different from yours (preferably an Indigenous culture). What did you do? What is it about this experience you found difficult and what was easy for you? Follow-up: What did you learn from this interaction?



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	<ul style="list-style-type: none"> Describe a time when someone shared their achievement or success with you. What was important about that interaction? What was your part in it? Follow up: What communication skills that you used seemed useful? What did you remain aware of during this interaction? Describe a time when you had to deliver difficult news to someone in a work setting (a customer, your supervisor, a co-worker). How did you go about it? What influenced how you approached the situation? Follow-up: How did the person handle the news? What was your reaction and why? What do you imagine the person would say about how you handled the situation, and why? Tell us about an emotional interaction with someone in a work setting (a customer, your supervisor, a co-worker). What was your role in the situation? How did you convey your viewpoint? How did you react to the emotions of the other person? Follow-up: How well would you say that you listened to them? What are you basing that on? Is there anything you would have done/said differently? Tell us about an emotional interaction with a customer/client/partner (preferably an Indigenous person or someone with a culture different from yours). What was your role in the situation? How did you convey your viewpoint? How did you respond? to the viewpoint of the other person? Follow- up: How well would you say that you listened to them? What are you basing that on? Is there anything you would have done/said differently?
INGENUITY	<ul style="list-style-type: none"> Tell us about a time you risked doing something that departed from standard policy or accepted work practice. How did you reach this conclusion? What was important as you took the risk? Follow-up: What was the overall impact of your actions? Describe a time when you faced a problem that resulted from a variance between your organization's/department's objectives and those of an Indigenous group or community (or non-Indigenous stakeholders). How did you work together to resolve this difference? Describe your own thinking process as you worked through the problem. Follow-up: Why do you think this worked? How could you have improved the process? Creativity often means stepping back from regimented ways of thinking. Describe a situation when you have been able to break out of a structured mindset and explore concepts and ideas in order to arrive at a solution. What thinking did you have to let go of in order to be successful? How did you arrive at the new concepts/ideas? Follow-up: What was the outcome? Describe a program or initiative you worked on where your group faced multiple barriers and setbacks. How did you approach these? What was your influence on the group? How did the group decide on an action(s)? Follow-up: What was the outcome? What was your role in achieving the outcome?



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	<ul style="list-style-type: none"> Describe a time when, as a member of a team, you were sure that an idea or approach of another team member would not work. What did you base your conclusion on? What did you do and what was the result? Follow up: What did you learn from this experience?
OPEN LISTENING	<ul style="list-style-type: none"> Describe a situation where you were in an interaction with someone who had a way of communicating that was unfamiliar or uncomfortable to you. What was it that was unfamiliar or uncomfortable? What was your internal reaction and what did you do about it? Was there any change the way you communicated with this person as a result? Follow-up: What did you learn from this interaction and how does that influence your approach and behaviour in similar situations now? Describe a situation where you were in communication with an Indigenous person (or someone from a culture or background different from yours). Was the interaction similar or different from what you were used to? Was it similar or different from what you expected? What did you think was important in the interaction? Follow up: What would you do in a similar situation in this role? Tell us about a time when you had limited time to interact with someone and they were taking longer than the time you had scheduled, or you didn't understand what they were asking for. What did you do and why? Follow-up: What do you think is important when relating with those who have a different pace for interactions, or ways of speaking that are different from what you are used to? Share a time when you needed talk with someone to get information and it was taking much longer than you thought it would. What was your thinking as time went on? What did you do? Follow-up: What become important to you as the conversation continued? Did your focus or priority change, and why? Describe a situation in which it was necessary to be attentive and fully understand someone. How did you know this was necessary? What contributed to your effectiveness? What was a detractor? What did you notice about the other person as you demonstrated these behaviours? Follow up: What is your approach now? Talk to us about a time when you planned to lead a meeting with a diverse group of individuals, perhaps including Indigenous people. How did you personally prepare for this meeting? What considerations went into your preparation? What was the level of interaction and collaboration during the meeting? How did your preparation and management of the meeting influence this? Follow-up: Did you organize this meeting in any different way than you normally would?
SELF-DISCOVERY & AWARENESS	<ul style="list-style-type: none"> Think of a time when someone interpreted something you said or did that was different from your intention. Describe that for us. What did you learn from this experience? Follow-up: Did anything change for you as a result?



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	<ul style="list-style-type: none"> Describe something you have learned about yourself that has improved your awareness of the impact of your behaviour and actions on others. What was a particular situation that contributed to your learning? Follow-up: What did you find was most important in this situation? What have you done as a result? Tell us about a time when you received feedback that was difficult for you to receive. What was your immediate thinking? How did it influence your reaction? What did you do as a result of getting the feedback? Follow up: What are your thoughts about giving and receiving feedback in general? Share with us a time when you noticed that you were feeling stress from being in an unfamiliar or uncomfortable environment (could be related to unfamiliar cultural setting). What did you do? Follow-up: What do you wish you had noticed and changed? What have you learned about yourself as a result? Talk about a time when you drew a conclusion (or made an assumption) about someone that was not accurate. How did you become aware it was not accurate? What happened? What did you learn about your own thinking? Follow-up: How did this influence your thinking into the future? Share with us your thinking and approach to understanding people whose backgrounds, history and/or culture are different from yours. Describe a situation where you applied this thinking and approach. Follow up: What happened as a result? What will you use in this role?
SUSTAINED LEARNING AND DEVELOPMENT	<ul style="list-style-type: none"> Describe a time when you were invited to an event that you had never before attended and were so unfamiliar with that you hesitated to attend. What thinking influenced your decision to go or not, and why? What happened? Follow up: What did you learn from this experience? In the past, what have you done to learn about the culture, background, history, interests, and concerns of those you served, in order to improve your ability to serve/be in relationship? What did you discover and what did you do with that knowledge? Follow-up: In this role, what are some of the steps you would take to learn in order to serve respectfully, knowledgeably, and effectively? Describe a time when you decided to learn something new without prompting from your employer. What motivated you to learn it? How did you make it happen? Why did you choose to make it happen that way? Follow up: How do you see yourself learning what you need to know in this position? Describe a time when you asked for feedback about how you had acted in a cross-cultural setting. Who did you ask and how did you go about it? What motivated you to ask? What did you do with the feedback (prompt for a specific example if necessary)?



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	<ul style="list-style-type: none"> Tell us about a time when someone explained their different tradition or cultural practice to you and you knew that you could change the way you behave when you meet with them. What happened as a result of this? What was the impact on your relationship with that person? Follow up: What did you learn from that and how has it influenced cross-cultural interactions with others? Describe a time when you had to learn something new for your work. How did you go about this learning? How did it impact your approach to work? Follow-up: How will you go about learning what you need to know in order to do this job in a way that is respectful and effective? What do you believe is important with regard to learning in a job? Talk to us about a time when someone responded negatively to you because of a cultural misunderstanding. What happened? What did you learn? Follow-up: Can you think of a time later on when you used what you learned? What was the result? Has there been an opportunity to share this learning with others? What did you do? Tell us about a time when you needed to learn something new in order to make a working relationship more positive. How did you determine that need? How did you make it happen? Why did you choose to make it happen that way? Follow up: What was the result? Describe something you know about the cultures, experiences, or current interests of Indigenous people of BC. How did you learn this? Where have you used this knowledge? Describe a situation where you have used it. or What effect does the knowledge have on how you perform at your current job? Follow-up: What do you see as the value in gaining knowledge in this area? How will this knowledge benefit you in this position?
 Competencies that support <i>INTERPERSONAL RELATIONSHIPS</i>	
INDIGENOUS CENTERED SERVICE APPROACH	<ul style="list-style-type: none"> Think of a time when you were relaying information or a decision to a customer (preferably Indigenous) that you knew would not meet their expectations. How did you handle the conversation? What happened as a result? Follow-up: How do you determine when you have done everything you can do for a customer? What have you done to develop an understanding of your Indigenous clients' viewpoints and needs (or, if no experience working with Indigenous people, what do you do with any and all of your clients)? What process or methods do you usually use when serving them? Please describe one specific example of a time when you did this. Follow-up: Why do you feel this practice is important? How would you apply this practice to serving Indigenous people in this position? Talk to us about a time when you were serving an Indigenous customer and you needed to help them by giving them some direction or perhaps some options based on what you understood to



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	<p>be of value to them. What were some of the things you did to identify and understand these? Follow-up: What did you learn from this experience?</p> <ul style="list-style-type: none"> In your work, what have you done that is effective when serving a diverse population? Give us one example when you delivered this effective service. What did you see as especially important? What did you do with that? Follow-up: How did this make a difference? What difference did your understanding make to your customer in this instance? Talk about a time when you served an Indigenous customer (or if no direct experience, any customer). Who did you feel had the most power to drive your interaction and why? Follow up: What is your approach to serving and working with Indigenous people, communities, and organizations? How will you apply this to your work in this position? Tell us about a time when you were serving an Indigenous customer (or if no direct experience, any customer) and they responded strongly to some information you provided or some news you had to deliver. What did you do about it? Follow-up: How will this experience influence the way you behave behind a service desk in this job? Describe a situation where you had to take a different approach to accomplishing a task than you normally would, in order to respect the needs of others. How did you know that adapting would be the respectful thing to do? Follow up: How did you know what was needed?
BUILDING A TRUST-BASED RELATIONSHIP	<ul style="list-style-type: none"> Describe a time when you needed to have ongoing interactions with an individual or group fundamentally different from you. What was your approach and why? What mistakes did you make? What did you find was most important to ensure long term success? Describe a trust-based relationship in which you participated, with an individual or group fundamentally different from you. Tell us how you went about building trust, how you contributed to the relationship, how the relationship evolved, and what happened as a result. Describe a previous experience where you established a working relationship with an Indigenous customer, rights-holder or group. How did you determine what would make it successful? What barriers did you have to overcome? How did you come to recognize these barriers? Follow-up: What did you see that you had in common, and where did you see differences? Tell us about a time you hosted a meeting or some type of gathering where you didn't know most of those who would attend (perhaps in an unfamiliar cultural community). What happened? What worked? What didn't work? Follow-up: What did you learn that you use now? Describe a time when you were in significant disagreement with someone in a work or professional setting, with whom you had a trust-based relationship. (Try to choose a time when it was because your values or standards were very different.) What happened? What happened to



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	<p>the trust you had in each other? Follow-up: What impact has this experience had on your ability to develop professional relationships based on trust?</p> <ul style="list-style-type: none"> Tell us about a time when you were able to build a relationship of mutual trust with a client or customer (preferably Indigenous). How did you earn their trust and what did you do to sustain it? Follow up: What have you learned from this experience that you can bring to this role? Describe a time when you wanted a customer (preferably Indigenous) to see you as trustworthy. What was your approach and why? What was the result? Follow up: What are some key steps you think are necessary to create an environment of trust? Give us one or two examples of how you have modeled and encouraged others to build positive, longstanding, and effective relationships with Indigenous clients/customers and/or communities. How did you go about this? What was most important as you did this? Follow-up: What results have you seen due to your actions?
CULTURAL AGILITY	<ul style="list-style-type: none"> Tell me about a time when you adapted your approach with someone from an Indigenous culture (or someone with a different background or culture from yours). What was the reason for making the change? How did you know what you needed to adapt? How did this affect the interaction? Follow-up: What worked? Didn't work? What did you do to further adjust your approach? What might you do differently as a result of that experience? Describe a time when you interacted with an Indigenous person (or someone with a different background or culture from yours) in a work, school, or community setting. What behaviours and actions did you assume you would get from this person? Did these assumptions affect your interaction and why or why not? Follow-up: What did you learn about your ways of seeing people who are different from you? or How does your understanding of your own assumptions and biases translate to you being able to perform in this role? Talk about a time when you interacted with an Indigenous person (or someone from a culture that is different from yours) in a work, school, or community setting. How did you show respect for the other person? What worked in the interaction? What might you do differently as a result of that experience? Follow-up: What did you learn was important about understanding a person whose culture or experience is different from yours? Tell me about a time when you experienced a different cultural perspective, and through your interactions you had a personal shift in perspective. This can include an interaction with an indigenous group or other organization you have worked with. Preference will be given to a BC Indigenous group example. Follow up: What impact did this shift in perspective have on future interactions? How will you bring this mindset to this position? What do you do when you notice that you may be biased against someone from a different cultural background because of their difference from you? Give us an example of a time when this



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	<p>happened. How did you notice this bias? What did you learn was important about understanding another person's background or culture? What did you do with your learning from the experience? Follow-up: How does that translate to serving a diversity of people in this job, including Indigenous people?</p> <ul style="list-style-type: none"> Tell me about a time when you had to adapt to a wide variety of people by accepting and understanding their perspective. How did you go about this? What challenged you about accepting and understanding? Follow up: What did you learn and how will you bring this learning to this position?
EMPOWERING OTHERS	<ul style="list-style-type: none"> Give us one or two examples of when you have shared information or knowledge, and/or provided support to a group or individual (preferably Indigenous) so that they could make their own decisions about their next steps. How did you know you were effective/or not effective? Follow-up: What methods have you used to determine your degree of success? What are the markers of success you looked for? Share with us a time when you wanted to empower a group or community (preferably Indigenous) to be independent and it didn't work out how you had planned. What did you learn from this experience? Follow up: Based on that experience, how would you approach empowerment of _____ in this position? Share with us a time when you intended to empower a group or community (preferably Indigenous) to be independent and you made mistakes. What did you learn from this experience? Follow up: Based on that experience, how would you approach empowerment of _____ in this position? Tell us about a situation where you used leadership or influence to increase empowerment of a community, group or individual (preferably Indigenous). What aspects of leadership and/or influence did you use? What aspects did you find most successful? Follow up: What were the results, both short- and long-term? Describe a situation where you wanted to help a community, group or individual (preferably Indigenous) to be self-determined and choose their course of action. What drove this desire for you? How did this desire translate into action? Follow up: What did you learn from this experience and how would it impact your work in this position?
PROMOTING ACCORD	<ul style="list-style-type: none"> Tell us about a time when you led an interaction with a culturally diverse group of individuals (preferably Indigenous) with a wide variety of positions and interests, including yours. How did you prepare? What was most important to you in your preparation and why? Follow up: What was the result of your preparation, during the interaction? Where did you get it right and where did you find you needed something different?




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	<ul style="list-style-type: none"> • Please provide an example of a project or initiative where you were able to bring forward the interests of all concerned to achieve a common understanding. What steps did you take to do this? What was the outcome of the situation? Follow up: What will you bring from this experience to this position? or What was the greatest challenge for you personally? How did you overcome this challenge? • Describe a time when you led an interaction with a culturally diverse group of individuals (preferably Indigenous) who represented a wide variety of positions and interests, including yours and a decision had to be made in order to move ahead. What method of decision making was used and why? What was your role in determining the decision-making process? Follow up: What challenges did you encounter as a result? How did you address them? • Please provide an example of a project or initiative where you were able to create or find common ground between issues presented by one party (such as a First Nation), those of stakeholders and your organization. What steps did you take to achieve this? What was the outcome of the situation? Follow up: What will you bring from these types of experiences to this position? • Tell us about a time when you participated in interactions with a culturally diverse group of individuals (preferably Indigenous) with a wide variety of positions and interests, including yours. What was your thinking and response when these perspectives were shared? What was your level of participation as a result? Explain the reason for this level of participation. Follow up: How will you approach these types of situations in this job? • Tell us about a time when you participated in interactions with a culturally diverse group of individuals (preferably Indigenous) and strong emotions were expressed by any and all, and maybe by you. What were your internal reactions and how did they influence what you said and did? What was the reaction of others to what you said and did? Follow up: How will you approach these types of situations in this job? • Describe a time when you participated in interactions with a culturally diverse group of individuals (preferably Indigenous) and something you said was responded to with strong emotional expression. How did you handle the situation? What did you think was effective and/or what will you do differently in future situations? • Talk about at time where there was an open dispute in a meeting (or other gathering), when your leadership was called to the forefront, and it was uncomfortable for you. What caused your discomfort and what did you do about it? How did you handle the situation? What were some of the challenges you encountered? Follow up: What was the outcome of the situation? • Talk about at time where there was an open dispute in a meeting (or other gathering), when your leadership was called to the forefront, and it pushed you beyond your capabilities. What internal conflicts did you experience during the process and how did you manage them? How did you help



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	<p>move the dialogue forward? Follow up: What was the outcome of the process and how did the group get there? What did you learn from this and what have you done with this insight?</p> <ul style="list-style-type: none"> Please provide an example of a project or initiative where you achieved a form of agreement or accord around issues presented by one party (such as government entity) and the interests of First Nations and/or multiple stakeholders. What steps did you take to do this? What was the outcome of the situation? Follow up: Where did your biases and judgement emerge? How did you overcome these? Please provide an example of a project or initiative where you effectively reconciled issues presented by one party (such as a First Nation) with the interests of multiple stakeholders. What steps did you take in this effort? What was the outcome of the situation? Describe a time when you were involved in a cross-cultural interaction or meeting (preferably in an Indigenous setting) and needed to adjust your thinking or let go of something in order to have an outcome that worked for everyone. How did you know you needed to adjust? What did you do? Follow up: What was the outcome? Tell us about a time when you attended or led a meeting of diverse stakeholders (and also First Nations and/or Indigenous rights-holders if possible) and it evolved into a dispute due to the variety of interests. What did you see as causing the dispute? What, if anything, did do as a result of the dispute? Follow up: In general, what did you think would have worked better for everyone? How will you approach meetings where interests are diverse, in this position?
 Competencies that support <i>LEADING PEOPLE</i>	
CHANGE LEADERSHIP	<ul style="list-style-type: none"> In support of the vision of Indigenous self-determination in British Columbia, how will you champion positive changes? What specific actions have you taken in the past to develop and implement ideas to achieve positive change for a particular community or organization? Follow up: What did you determine was most important about your leadership in these types of situations? Share with us your past efforts to implement new ways of thinking and doing business with Indigenous people, communities, and organizations (if no experience, another population). What was your approach? Who was involved and why? What was the outcome of your efforts? Follow up: What were the barriers and what did you do as a result of these? What do you bring from those experiences that will influence positive change in this position? Ensuring that all employees work knowledgeably, effectively, and respectfully with Indigenous people, communities and organizations requires a shift in organizational culture across this organization. How will you as a leader champion this shift and inspire others to learn and act in




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	<p>ways that support and sustain Indigenous self-determination? Provide us with a specific example of a time when you championed a significant organizational culture change.</p> <ul style="list-style-type: none"> • Tell us about how in the past you have challenged accepted thinking and practice in an effort to bring about change. What was the situation and how did you know change was needed? How would you describe your leadership during this time? Follow up: What characteristics of your leadership will you bring to this job? • Tell us about a time when you faced opposition to a change that you were trying to make in your organization. What steps did you take to overcome this opposition? Follow-up: Talk to us about a time when it didn't go well. What did you learn from this experience? • Describe a situation where you were willing to champion a cause or a change (preferably in support of Indigenous self-determination) but didn't know where to start. What did you need to learn and where did you find the knowledge? How did what you learned impact your actions? Follow up: Where else could you have gathered information and knowledge? • Please tell us about a time when, on behalf of another person or group, you were able to solve a problem or remove an obstacle that made possible a change effort (preferably in the context of Indigenous relations and reconciliation). What led to your success? What approach and behaviours were necessary for you to be effective? Follow up: What was the feedback your received from those who were able to move ahead in the change effort?
CREDIBLE CHAMPION	<ul style="list-style-type: none"> • Share a time when you knew that you had to challenge a business practice or policy that clearly needed to change because of its negative consequences upon customers, clients or citizens (Indigenous people, communities or organizations if appropriate), but the practice/policy was well established and accepted. What motivated you to take action? How did you know you needed to be the one to advocate for change? Follow up: What happened with your working relationships as you championed the change? or How did what happened determine how you approach any need for change now? • Tell us about a time when you were committed to a cause and wanted to advocate for it (could be as a parent, community or club member, or work related). What motivated you? What was your approach and why? What did you learn as you carried out your "championing" of this cause? Follow up: How did you balance the demands of your advocacy work with that of your regular job duties (or responsibilities in other areas of your life)? • Share with us a time when you wanted to actively support something or someone (perhaps an Indigenous person, community or organization) but you didn't have enough information. What did you do and why? What happened as a result of this? Follow up: How does this influence your thinking and actions now? Is there something that you would do differently the next time you are faced with this situation?



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	<ul style="list-style-type: none"> Share with us a work experience in which you had to speak up and challenge a viewpoint or practice even though you knew it would be controversial and could have far reaching consequences. What motivated you to take action? What was the hardest part? What happened with your working relationships as a result? Follow up: How will this experience influence your approach in this position? Give me an example of a time when you had to go above and beyond your usual job responsibilities to support a change. What motivated you to take action? What was the hardest part? Follow up: How will this experience influence your approach in this position?
<div>  Competencies that support <i>ACHIEVING BUSINESS RESULTS</i> </div>	
COLLABORATIVE PLANNING, ORGANIZING AND COORDINATING	<ul style="list-style-type: none"> Describe a time when you needed to organize a meeting or event that involved two or more different individuals or groups (preferably Indigenous or cross-cultural). How did you go about this? What did you find you needed to be aware of? Follow up: What have you learned from your experience? How would that translate into this role? Tell us about a time when you needed to collaborate with others (preferably in an Indigenous or cross-cultural setting) on a project or task for which you were responsible. What did you understand about the reason for needing to collaborate with them? How did that influence your work? Follow up: As you consider the responsibilities of this position, what are your thoughts around collaboration with others? Share with us a time when you organized a meeting or event that required the attendance of multiple stakeholders (preferably also including Indigenous rights-holders and/or First Nations). How did you go about your planning and ensuring attendance? What was your level of success with regard to attendance? What worked and what didn't work? Follow up: How would you approach a similar responsibility in this position? Describe for us a time when you led a project, a planning initiative or similar, where the results would impact others. Who would be impacted? What importance did you place on this and why? How did this influence the way you moved the project forward? Follow up: What is your thinking with regard to involving people who will be impacted by the results of a project/initiative? Describe a situation where you invited one or more persons (preferably in an Indigenous or cross-cultural setting) to collaborate with you on a project or task and it didn't work out like you hoped. What got in the way? Can you describe a subsequent project where you were able to apply what you learned, and it went better? or What would you bring forward that would make you effective at collaborating with others in this position?



Sample Questions and Context Statements

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	<ul style="list-style-type: none"> Describe a situation where you invited one or more persons (preferably in an Indigenous or cross-cultural setting) to collaborate with you on a project or task. What was the result of the invitation? What assumptions did you have going into this situation? Were they proved true or were they inaccurate? Follow up: What happened as a result of you making these assumptions? How will you apply this thinking and approach to this position? Tell us about a time when you needed to collaborate with others (preferably in an Indigenous or cross-cultural setting) on a project or task for which you were responsible. How did you go about this? During the process how did you balance your needs with any priorities they may have had? Follow up: Did you scale back on your level of collaboration at any time? Why or why not? Tell us about a time when you needed to collaborate with others (preferably in an Indigenous or cross-cultural setting) on a project or task for which you were responsible, but you knew collaborative efforts in past with this group had been less than successful, from the viewpoint of your organization/department. What was your first step? What were the elements that most challenged you? What mistakes did you make and what did you learn as a result? Follow up: How did you build investment in the collaborative effort? Describe a time when you started a project, planning exercise or an assigned task and then realized that collaborating with others would increase the quality of the outcomes. Did any actions result from your realization of this? Why or why not? Follow up: When you reflect on this event now, would you do anything differently? <p>Share with us about a time when you invited others from a different background than your own (preferably Indigenous) to participate in a planning process with you and the process was not what you expected. How did you respond and how did you adapt?</p>
MANAGING ORGANIZATIONAL RESOURCES	<ul style="list-style-type: none"> Collaboration, creativity, and the ability to take strategic risks are essential when managing and allocating organizational resources. Give us examples how you have demonstrated these skills while working with Indigenous people, communities, or organizations (or populations impacted by resource distribution in your organization). How did you measure results? Follow up: Regardless of the outcome, what was your definition of success? Describe how you determine priorities around resource allocation. Provide specific examples working with Indigenous people, communities, and organizations (or with other groups). How well did your approach meet the needs of your organization? How well did your approach meet the needs of individuals or groups impacted by resource allocations? Follow up: Upon what do you base your assessment of this? When managing and allocating resources (whether money, materials and/or people), what do you do to ensure you have a full understanding of the resource issues and interests of Indigenous people (or other groups). Give us an example of a time when you have re-assessed and



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	<p>considered alternative ways of resourcing to achieve better outcomes. Follow up: Regardless of the result, what was your learning. What have you done with what you've learned?</p> <ul style="list-style-type: none"> When it comes to resource allocation, a diverse set of priorities and interests between this organization, First Nations and other organizations are present. Tell me about a time when you had to deal with a particular resource allocation/management issue involving multiple interests. Describe the challenges you faced and the steps you took to overcome them. Follow up: What is the situation now as a result of your efforts? What do you think would be effective in this setting? Provide examples that demonstrate your effective resource management while working collaboratively with First Nations, and/or Indigenous communities, organizations, and individuals, with a goal of Indigenous self-determination. What are you most satisfied with? What were your indicators of success? Follow up: What emerged in terms of your effectiveness that you can bring to this role? Give us examples of your efforts with Indigenous people, communities, or organizations (or other groups) when determining resource allocation. How did they factor into the process? What was your approach to decision making? Follow up: What informed your approach? Where did you develop this thinking?
<p>PROCESS ORIENTATION</p>	<ul style="list-style-type: none"> Share with us a time when you hosted or were involved in what appeared to be a well-planned meeting or event involving people in a cross-cultural setting (preferably involving Indigenous people), and it went differently from what was planned. What took it off course? What do you think could have been done differently based on what happened? Follow up: What do you consider to be the essential ingredients in planning any meeting or event involving people with a diversity of cultures and backgrounds (preferably involving Indigenous people)? Tell me about a situation where you worked with Indigenous rights-holders (or, alternatively, stakeholders representing a distinct cultural group) where you involved many people in the process. How did you go about involving everyone? Follow-up: What went well? What did you learn from the experience and how did that affect your practice in future situations? What steps have you taken to learn about how Indigenous communities (or other communities of culture) view the importance of process and following cultural protocols? What have you learned? How has this learning made a difference to how you work? Please provide us with an example. In what ways have you included relevant cultural protocols in meetings that include people with distinct cultures (preferably Indigenous)? Why do you do this? How did you gain the appropriate knowledge in order to do this? Has this had an effect on your relationships with the people/groups? Explain. Follow-up: What are your observations about how this practice was received by others? How did you handle any objections or resistance from those not of that culture?



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	<ul style="list-style-type: none"> Faced with a deadline and a challenging project, how do you decide what is more important—that is, meeting the deadline or getting the right result? Share two examples when you needed to make this decision, ideally one when you decided to focus on getting the right result and another when the deadline seemed more important. What were the results of each situation? Follow up: What was the influence of these results on your thinking and approach? Describe a time when you knew that a meeting, a process, or the execution of a plan was not working well for one or more stakeholders, First Nations or other Indigenous rights-holders. How did this become evident to you? What happened as a result of your observation? Follow up: From your perspective, what was needed to get on track? If you took action, what was it?
STRATEGIC ORIENTATION	<ul style="list-style-type: none"> Please share a situation where a decision you made for your department/function necessitated that you weigh the long-term implications for Indigenous people, communities, and organizations (or key stakeholders). What brought this to the forefront of your thinking? How did you go about considering the implications? Follow up: What happened as a result of your decision? How did you measure success? In your annual and longer-term planning, how have you ensured that the interests of Indigenous rights holders remain front and centre (or if no direct experience, those of key stakeholders)? How do you define what those interests are? Please provide us with a few specific examples. Follow up: How does your past approach translate to this role? What opportunities do you see? In your most recent strategic planning exercise, how did you align the goals of your work/department/organization with those of Indigenous communities (or if no direct experience, with key stakeholders). Follow-up: Walk us through your planning process. Who did you involve in this process? In previous roles, how much have the interests and issues of Indigenous people, communities and organizations factored into your planning? Describe the diversity of those you have served in previous roles. Follow up: How did you add into consideration the interests and issues of key stakeholders in your planning process? What was different or similar to how you considered the diversity of interests? Though perhaps seemingly unrelated to Indigenous issues and interests, the work of this unit/branch/division/ministry impacts Indigenous people, communities, and organizations around the province. What do you see as the potential impact? Describe a time in a previous role where you used a thoughtful process to bring all issues and interests of those involved and impacted into the development of a plan. Follow up: What did you consider most important when considering all interests and issues? What is the depth and breadth of the information you obtain before engaging in planning exercises? Tell us about a time when you needed information in order to plan effectively. Follow



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Competency	Sample Questions
	<p>up: How did you measure the effectiveness of strategic/work/change plans? What did you learn from these measures?</p> <ul style="list-style-type: none">• Tell us about a time when you introduced or supported a plan, approach or action that you believed would be effective for years to come. What was the result of your investment in this? What was the greatest challenge you encountered? Follow up: What is the status of this today?• Share a time when you included in your strategic or work plan an element whose merits you knew would be debated. Why did you add this to the plan? How did the opportunity for its inclusion come to your attention? Follow up: What is your thinking around bringing support of Indigenous self-determination into the planning required in this role? What are the implications?



Sample Questions and Context Statements

SAMPLE CONTEXT STATEMENTS

- You will serve and partner with Indigenous people and people from a variety of cultures in your employment as a _____. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- Though perhaps seemingly unrelated to Indigenous issues and interests, the work of this unit/branch/division/ministry impacts Indigenous people, communities, and organizations around the province. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- Part of the _____ role involves working respectfully, knowledgeably and effectively with Indigenous clients. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- In this role, you will serve and partner with Indigenous people; it is important to be aware of the unique status of Indigenous people in Canada, as well as their historical experiences under a colonial government. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- This position requires coordination and reconciliation of the rights and interests of the Province, Proponents, and First Nations. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- Working with First Nations and Indigenous populations, it is imperative that we demonstrate ethical behaviour, honour confidentiality and speak the truth, to ensure a reciprocal relationship of trust. For this reason, the Indigenous Relations Behavioural Competency(ies) of _____ is/are necessary to be successful in this position.
- In this role, you will serve and work directly with Indigenous people of distinct cultures, history, interests, and issues. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- In this role, you will be collaborating with First Nations, each with unique cultural backgrounds, history, interests, and issues, and with varying levels and stages of legal agreements between the BC Government and each First Nation. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- In this role, you will be fostering new and continuing relationships with First Nations (or Indigenous organizations, etc.). The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- In this role, you will be supporting the self-determination and autonomy of Indigenous people, communities, and organizations towards self-government in matters relating to their internal and local affairs, so that they can freely pursue economic, social, and cultural development. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- In this role, you will have daily contact with Indigenous people, communities and organizations as you coordinate consultations, build, and maintain relationships on behalf of your work unit. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.



Sample Questions and Context Statements

SAMPLE CONTEXT STATEMENTS

- In this role, you will be working with Indigenous communities to support children, youth, and families. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- The work carried out in this role has a high impact upon Indigenous people, communities and organizations and requires a high level of ongoing engagement and relationship. The BC Public Service places special importance upon working respectfully, knowledgeably, and effectively with Indigenous people, communities, and organizations.
- In this role, you will be ensuring First Nations' interests are considered when ministry policies and programs are developed and implemented. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____is/are necessary to be successful in this position.
- You'll be working with Indigenous people in this role and you will need to learn aspects of their culture, including appropriate cultural protocols, in order to be respectful and effective in your job.
- In our work, it is critical that we understand the interests and issues of Indigenous clients in order to provide them with excellent service. For that reason, the Indigenous Relations Behavioural Competency(ies) of _____is/are necessary to be successful in this position.



Sample Questions and Context Statements

SAMPLE FOLLOW-UP QUESTIONS

- What did you learn that you would apply in this position?
- What will you do differently because of that experience?
- What did you learn that was important?
- In your view what was the most important part of ...?
- What were the challenges or problems you faced?
- What mistakes did you make?
- What did you not know that you understand now?
- What kept you on track?
- What was the result of...?
- What were the long term impacts of your actions?
- What do you know now?
- What was your role?
- What did you say, or do that did/did not work?
- Why was this situation a particular challenge?
- Why did you take that approach?
- How did it help the organization?
- How did this impact your thinking/approach?
- How did you prepare?
- How did you handle the situation/the person's behaviour?
- How did you assess the situation?
- How well did this meet the needs of the business?
- Did you receive any feedback on your actions? What did you learn from this?
- What did you reconsider because of what you experienced?
- What happened to your viewpoint or thinking as a result?