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**NAME OF APPLICANT**

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**POSITION APPLYING FOR**

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**POSITION REQUISITION #**

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**EMPLOYMENT SPECIALIST**

**RATING Outstanding**

**Exceeds Expectations**

**Meets Expectations**

**Needs Improvement**

Critical Success Factors

ORIENTATION TO SERVICE

**Describe an example of a time when you provided excellent customer service   
by going beyond your primary job responsibilities.**

PROMPTS:

* Please describe the situation.
* What action did you take?
* What was the outcome?
* Can you provide another example? *(repeat the prompts)*

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**Describe a situation when you encountered an irate customer/co-worker.**

PROMPTS:

* Please describe how you handled the situation.
* What was the outcome?
* If the encounter were to reoccur, would you handle it differently? If yes, what  
  would you do differently?
* What is it like for you to allow the patient or customer to always be right, even   
  if you believe that they are not?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**Please describe specific strategies that you have used in the past to ensure your area of responsibility is responsive to the needs of customers/patients.**

PROMPT:

* How did you know that you were meeting or exceeding customer expectations?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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PERFORMANCE MANAGEMENT

**What are your strengths as a manager? What areas need further development?**

PROMPTS:

* When you have received feedback as a manager, what strengths have been recognized in your performance by supervisors? By subordinates?
* When you have received feedback as a manager, what areas of “needs improvement” have been identified by supervisors? By subordinates? Describe your action plan for addressing those areas that need development?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**Can you recall a time when one of your direct report’s performance was “marginal” but was improved through the performance management process?**

PROMPTS:

* What employee behaviors needed improvement?
* What interventions did you use?
* What did you do to assist the employee in sustaining the change?
* What core beliefs about the nature of human behavior in the workplace govern your management style? Have there been any instances when those beliefs were challenged by the actual behavior of a subordinate? In what ways did this effect your beliefs as a manager? How has your practice been influenced by this?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**Can you recall a time that you terminated an employee for poor performance?**PROMPT:

* Describe the nature of the performance issue and what strategies you utilized in managing the termination process?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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CHANGE MANAGEMENT

**Describe a change that you needed to implement in your department.**PROMPTS:

* What steps did you utilize to introduce the change?
* How did your staff react?
* What was the biggest obstacle to the implementation of this change?
* What were some strategies that you used to overcome this obstacle?
* What effect did these strategies have?
* Can you describe the plan that you developed to sustain the change after implementation?
* In retrospect, is there anything that you would have done differently?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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CULTURAL COMPETENCE

**The University of Washington is a culturally diverse organization reflected in both our workforce and in the patients we serve.**

**Please describe your past experiences in working in a culturally diverse work environment.**

PROMPTS:

* In what ways have you demonstrated your commitment to building an inclusive work environment that values diversity?
* What personal development opportunities have you pursued in the past three years for building your skills in managing a diverse work environment?
* What did you learn from these opportunities?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**What skills/behaviors/attitudes will you bring to this position?**

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**What expectations do you have of the UW as a future employer?**

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ROLE PLAY

***Use the example below or a common situation that a person in the position would typically encounter and role-play with the candidate to assess how they respond to the situation.***

*ROLE PLAY EXAMPLE:*

*In this scenario, you are a manager of the two employees having the following heated exchange in an area where patients or customers can overhear the discussion.*

*Staff Member #1 (Angry and sarcastic):*

*“What does it take to get you to deliver the right supplies at the right time? Can’t you see we have our hands full?*

*Staff Member #2 (On the defensive):*

*“Well, the inventory should have been replaced last night after the department closed. It’s not my problem that they’re not doing their job.”*

*Staff Member #1:*

*“That’s the problem around here. It’s nobody’s job.”*

*Manager:*

*(How would you respond?)*

**COMMUNICATION**

PROMPTS:What would you do and say? What questions might you ask?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**ORIENTATION TO SERVICE**

PROMPTS:What would you do and say? What questions might you ask?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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**CREATIVE PROBLEM SOLVING**

PROMPTS:What would you do and say? What questions might you ask?

**RATING: Outstanding Exceeds Expectations Meets Expectations Needs Improvement**

**COMMENTS:**

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Summary Comments

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**CANDIDATE IS: Recommended Not Recommended**

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**FORM COMPLETED BY**

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