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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.
* Please describe your involvement, that is, what exactly you did.
* What was the outcome?
* Can you think of another time when you provided excellent customer service beyond your primary job responsibilities?
* At the end of this encounter, how did you feel?

**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?

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

**COMMENTS:**

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**You have probably heard the saying, “the customer is always right.” Can you tell me about a situation when you felt the customer was *not* right?**

PROMPTS:

* Please describe how you responded.
* What was the outcome?
* What could you have done differently to increase the positive nature of this encounter?
* What is it like for you to allow the 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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ATTENTION TO DETAIL

**Describe a situation in your former position that required you to be “attentive” to details.**

PROMPTS:

* What strategies or systems did you use to minimize errors in your work?
* How would others describe your attention to detail in your work?
* What are your feelings about the statement, “An employee should be held accountable for the quality of their work”?

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

**COMMENTS:**

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CHANGE MANAGEMENT

**Can you describe a significant change that occurred in your former work environment?**PROMPTS:

* How did the change impact you?
* What did you do to manage or cope with the change?
* What was the outcome?
* What are your feelings about the statement, “The only thing that is permanent is change”?

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

**COMMENTS:**

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TIME MANAGEMENT AND MANAGING MULTIPLE PRIORITIES

**Describe a time when you had to complete several projects at once.**PROMPTS:

* How did you organize that situation?
* How did you decide which task had the highest priority?
* What was the outcome?
* There are times when the volume of work is akin to standing under a waterfall. Elaborate on the values that guide your productivity during these times.

**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:*

*You receive a telephone call from an angry customer who believes he has reached the Billing Department. You do not work for the Billing Department.*

*Staff Member (Answering the telephone):*

*“Good Afternoon. University of Washington. This is (insert your name) speaking. How may I help you?”*

*Customer (Sounding angry):*

*“How many times do I have to call you regarding my bill?*

*It’s still not right!?! This is the third time I’ve tried to get some resolution for these incorrect charges. I get bills from you, and then I call you and am told that everything is okay. And then I get more bills! WHAT IS THE PROBLEM!?!”*

*Staff Member:*

*(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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