

-- CONFIDENTIAL --

FOCUSED INTERVIEWS FOR STAFFING CONSULTANTS AND MANAGERS

Associate Behaviors of Excellence



Table of Contents

	Page
Instructions for Staffing Consultants and Manager	3
Be Accountable	6
Be Responsive	9
Be Collaborative	12
Be Respectful	15
Be Professional	18
Job Specific Expectations	21
Interview Summary	23

Instructions for Staffing Consultants and Manager:

The following interview guide has been developed in accordance with the Associate Behaviors of Excellence to help interviewers select the best candidates based on behaviorally-based, job-relevant criteria. This guide will help interviewers choose the appropriate behavioral based questions, set expectations for the candidate, conduct the interview effectively and rate the candidate afterwards.

Please review the Behaviors of Excellence and interview questions on pages 6-20. Pick questions based on the specific role and job expectations for which you are interviewing. There are 6-7 interview questions per each BOE that aim to paint a well-rounded picture of the various aspects of each behavior. It is recommended to pick 1-2 questions per behavior and be aware that in the event a candidate does not have the experience or background to adequately answer a question, a backup question should be used. Given time constraints, you should plan to ask only 1 question for most of the behaviors. At the top of each BOE section there is a list of probes that will help interviewers gain further insight into a candidate's response. Please choose appropriate probe(s) based on the interview question asked and the candidate's response.

Where applicable, but not for every question, present a realistic preview of the role and its expectations. Keep in mind the level of specificity involved in presenting a realistic job preview and be aware that it may not always match up with a candidate's previous experiences. In such a situation, please refer to a backup question or use a probe to help frame the question so the candidate can respond.

Before the interview:

1. Review the Behaviors of Excellence and Interview Questions on pages 6-20. Choose 1-2 questions per behavior and any associated probes ensuring they fit the job criteria and role expectations. While this guide is meant to be a comprehensive framework for selecting candidates, in the event that additional job-specific questions need to be added, please follow the instructions below on how to develop behavioral-based interview questions and refer to pages 21-22- Job-Specific Expectations.

What to consider when developing questions:

- ✓ Focus on characteristics that are important for employees to demonstrate a specific behavior. For example, the job may require frequent analysis and reporting of complex data.
- ✓ Develop behavioral- based questions to assess whether the candidate has demonstrated a specific behavior.
- ✓ Formulate questions targeting situations where the candidate can provide specific examples of when they have demonstrated the skill.
- ✓ Be sure the developed questions are:
 - Job-relevant
 - Open-ended
 - Start questions with "who", "what", "when", or "tell me about", "describe a situation"
 - Clear and concise
 - At a reading level appropriate for the position

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

- Free of jargon
- ✓ Do not ask a hypothetical question--"What **did** you do" vs. "What **would** you do". Hypothetical questions provide hypothetical answers. You are looking for specifics.
- ✓ **Example question:** "Please tell me about a time when you dealt with an unsatisfied customer? How did you handle their concerns and resolve the issue?"
- ✓ Use probes: Probes are follow-up questions used to gain further clarity into a candidate's response and a deeper insight into their thought process. For example: "What action did you take to ensure the client was satisfied with your final product?" or "Tell me more about that."
- ✓ Develop behavioral anchor rating scale - this scale provides the interviewer with a description of what a candidate's response/displayed behavior should look like across the spectrum (does not meet, meets, exceeds expectations). Ratings are assigned to each level of response based on a certain scale (Advocate's current behavioral based interview guide uses a 1-5 scale). These ratings are used to score each candidate and provide a basis for differentiating potential high and low performers.
- ✓ Ask the same questions of all candidates and decide which question/s will be asked by each interviewer.

During the interview:

1. Set the stage and expectations for the interview, informing the candidate of the opportunity for them to answer questions about their experience and ask questions of the interviewers about the role and organization.
2. Ask questions, using wording and probes that fit your interviewing style. Not all suggested probes need to be used.
3. Prepare to ask 1-2 questions per behavior and have an 'alternate' question when the candidate has difficulty providing a response to the initial question. What to look for in a candidate's response: Explanation of the Situation, Tasks defined, Action taken, and Results attained (**STAR Model**)
4. Take clear notes to refer back to when rating the candidate. Rate the candidate based on the job-relevant responses given during the interview.
5. When necessary, avoid opportunities that invite the candidate to share personal experiences or other non job-relevant information.

After the interview:

1. Review the Behaviors of Excellence Guidelines and decide on a rating that best reflects your perception of the candidate's level of proficiency for each Behavior of Excellence. Specific behaviors are provided to describe 3 of the 5 levels of performance: Does Not Meet Expectations (1), Meets Expectations (3), and Significantly Exceeds Expectations (5). Keep in mind that the candidate does not have to talk about every single aspect of the behavior. Rate according to how well the experience described in their response (demonstrating the workplace behavior) fits the Behavior of Excellence associated with that interview question.

2. To help with rating a candidate's response for each behavior, look for key action descriptors to give insight into whether their behavior is not meeting, meeting, or exceeding expectations. Examples include: Does not attempt, has difficulty, inconsistent, needs prompting (descriptors of Does Not Meet Expectations), produces, finds better ways, adapts to, handles (descriptors of Meets Expectations), takes initiative, communicates, collaborates, anticipates, leads, champions new ideas, makes significant improvements (descriptors of Significantly Exceeds Expectations).
3. When assigning ratings refer to the anchors for each behavior and follow the guidelines for what criteria meets each level of proficiency.
 - Recognize that the candidate does not need to discuss all aspects covered in the anchors in order to justify a high rating for that behavior. Consider which aspects are most relevant to the scenario presented in the interview question.
 - A score of 3 or "appears to meet expectations; appears to be competent/fully proficient" is the target for each interview question.
 - Ratings of 4-5 reflect performance that "goes above and beyond" or "exceeds standards."
 - Determine how many responses fall into each category e.g., if 2 questions were asked regarding "Be Responsive," where did you rate each response? Let's assume the 2 responses were rated as such: Does Not Meet Expectations and Meets Expectations. Where appropriate, take the average of each response's rating to find the overall score—in this case the average of Does Not Meet and Meets Expectations would be Approaching Expectations.
 - If candidates are consistently scoring in the 1-2 range (Does not meet and approaching expectations), serious consideration will need to be given before deciding to pursue that candidate. This will vary per interview/situation. Overall scores that are falling between the Meets Expectations to Significantly Exceeds Expectations range indicate that the candidate may be a good fit for the role and should continue the selection process at the discretion of the interviewers.
4. For any job-specific questions that were developed, review your criteria for the Job Specific Questions and decide on a rating that best reflects your perception of the candidate's level of proficiency for job specific duties.

The Staffing Consultant and Manager should discuss their ratings on all interview questions to come to consensus on the candidate's overall level of competence. Complete the Interview Summary on page 23.

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Accountable: Following through on promises and commitments; monitoring progress to meet deadlines; participation in process improvements; contribution to goal achievement; approach to KRA outcomes and achieving results; role in keeping work area clean, safe and secure.

1 - Does Not Meet Expectations	2- Approaching Expectations	3 - Meets Expectations	4- Exceeds Expectations	5 - Significantly Exceeds Expectations
<p>Neglects or inconsistently follows through on promises and commitments. Fails to check on progress and/or meet deadlines.</p> <p>Resists efforts to identify and implement process improvements, including better ways to use resources.</p> <p>Fails to adequately and/or consistently contribute to department, site, and system goal achievement. Does not support the importance of the KRA outcomes and/or achieving results.</p> <p>Occasionally or consistently fails to keep work area clean, safe and/or secure for patients, physicians and associates. Misses opportunities to correct others who are not working in a safe manner.</p>		<p>Consistently follows through on promises and commitments. Frequently checks on progress and takes appropriate action to meet or exceed deadlines.</p> <p>Supports efforts to identify and implement process improvements, including better ways to use resources.</p> <p>Contributes to department, site, and system goal achievement. Supports the importance of KRA outcomes and achieving results.</p> <p>Keeps work area clean, safe and secure for patients, physicians and associates. Corrects others who are not working in a safe manner.</p>		<p>Goes above and beyond to follow through on promises and commitments, even in challenging circumstances. Rigorously monitors and evaluates progress against deadlines, making adjustments that ensure success.</p> <p>Leads efforts to identify and implement process improvements, including better ways to use resources. Shares own best practices with others.</p> <p>Inspires others to work toward department, site, and system goal achievement. Champions the importance of KRA outcomes and coaches others on achieving results.</p> <p>Leads efforts and/or makes suggestions to improve cleanliness, safety and/or security for patients, physicians and associates. Coaches others on safe work practices.</p>

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Accountable: Following through on promises and commitments; monitoring progress to meet deadlines; participation in process improvements; contribution to goal achievement; approach to KRA outcomes and achieving results; role in keeping work area clean, safe and secure.

Probes

Not all probes need to be used. Choose based on the interview question and candidate's response.

What steps do you take to organize yourself?	Is there anything you learned or would do differently?
Is there anything you would do differently?	What was the outcome?
What sort of things did you do?	What was the situation?
What was the outcome or impact on others?	

Question (customize as appropriate for the job)	Comments	Rating
When undertaking a new project, what steps do you take to facilitate its successful completion?		
Tell me about a time when you had to overcome an obstacle in order to complete your project?		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Question (customize as appropriate for the job)	Comments	Rating
<p>How do you juggle many projects and priorities while ensuring you are meeting deadlines and reaching goals?</p>		
<p>There are often ways to improve the things we do at work.</p> <p>Tell me about a time when you identified an opportunity to improve a process.</p>		
<p>Tell me about a time you learned from a mistake you made on a project/meeting a deadline/interacting with a co-worker.</p>		
<p>In a service environment, it is important to maintain a clean, safe, and secure environment.</p> <p>Tell me about a time you discovered an unsafe/unclean work area?</p> <p>What did you do?</p>		
<p>Additional question (s):</p>		
AVERAGE SCORE:		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Responsive: Timeliness and consideration when addressing communication; attentiveness to issues and concerns; responding with kindness, patience and respect; taking responsibility for issue resolution; adapting to change, ambiguity and multiple priorities; quality and consistency of service; handling of service feedback and improvement opportunities.

1 - Does Not Meet Expectations	2-Approaching Expectations	3 - Meets Expectations	4- Exceeds Expectations	5 - Significantly Exceeds Expectations
<p>Fails to acknowledge and/or address all forms of communication in a timely and considerate manner.</p> <p>Does not listen attentively to issues and concerns. Responds without kindness, patience, and/or respect. Fails to take responsibility for investigating and/or resolving issues.</p> <p>Has difficulty adapting to change, ambiguity and/or multiple priorities. Resists and/or challenges change initiatives.</p> <p>Fails to consistently provide quality service that satisfies needs of patients/customers. Ignores service feedback and/or fails to address opportunities to improve service.</p>		<p>Acknowledges and addresses all forms of communication in a timely and considerate manner.</p> <p>Listens attentively to issues and concerns, responding with kindness, patience and respect. Accepts responsibility for investigating and resolving issues.</p> <p>Effectively adapts to change, ambiguity and multiple priorities. Supports change initiatives and helps others to adapt.</p> <p>Consistently provides quality service that satisfies needs of patients/customers. Proactively gathers service feedback and addresses opportunities for improvement.</p>		<p>Consistently exceeds expectations in timeliness and consideration when acknowledging and addressing all forms of communication. Acts as a positive role model for responsiveness and coaches others to improve in this area.</p> <p>Proactively and tactfully seeks feedback about potential issues and concerns. Responds with kindness, patience and respect; even in difficult situations. Takes full ownership for diagnosing and resolving issues.</p> <p>Confidently and skillfully handles rapid change, ambiguity and multiple priorities. Actively contributes to change initiatives and encourages others to provide their support.</p> <p>Inspires others by delivering exceptional service and striving for continuous improvement. Proactively learns about patient/customer groups to improve service, anticipate future needs, and educate others.</p>

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Responsive: Timeliness and consideration when addressing communication; attentiveness to issues and concerns; responding with kindness, patience and respect; taking responsibility for issue resolution; adapting to change, ambiguity and multiple priorities; quality and consistency of service; handling of service feedback and improvement opportunities.

Probes

Not all probes need to be used. Choose based on the interview question and candidate's response.

What do you do if they are not top quality?	Is there anything you learned or would do differently?
What challenges did you encounter?	What was the outcome?
What steps did you take?	What was the situation and how did you manage it?
How did you handle the feedback?	

Question (customize as appropriate for the job)	Comments	Rating
Describe a situation when you were working on a task or project, and had to deal with a difficult manager?		
What do you do to ensure that the work (output) you do is high quality and client-ready?		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Question (customize as appropriate for the job)	Comments	Rating
Tell me about a time when you were frustrated by a procedure, policy, or person at work?		
Tell me about a time when you were working on a project with a definite deadline and a problem or glitch arose.		
Tell me about a time when you had to quickly learn a new process, technique, or skill in order to meet the demands of your client?		
Tell me about a time you received customer feedback that indicated a need for process or service improvement.		
Additional question(s):		
AVERAGE SCORE:		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Collaborative: Managing up other people and groups; sharing useful information; effectiveness of handoffs; recognizing individual and team accomplishments; sharing credit for success; partnering with others to improve service; participation in cross-functional teams.

1 - Does Not Meet Expectations	2- Approaching Expectations	3 - Meets Expectations	4- Exceeds Expectations	5 - Significantly Exceeds Expectations
<p>Rarely manages up other people and groups by emphasizing their strengths and accomplishments. Focuses on the negative and/or shifts the blame to manage down others. Enables and/or exhibits the 'we/they' phenomenon.</p> <p>Fails to provide others with access to useful information in a timely fashion. Does not make appropriate and/or effective handoffs.</p> <p>Misses opportunities to acknowledge or recognize individual and/or team accomplishment. Sometimes takes credit for others' efforts and/or accomplishments.</p> <p>Works within a silo, neglecting opportunities to partner with others across Advocate to improve service. Resists participation in cross-functional teams to work toward common goals.</p>		<p>Regularly manages up other people and groups by emphasizing their strengths and accomplishments. Encourages others to focus on the positive instead of shifting blame.</p> <p>Provides others with useful information in a timely manner. Makes appropriate and effective handoffs.</p> <p>Recognizes individual and team accomplishments. Gives credit to others and shares credit for team successes.</p> <p>Effectively partners with others across Advocate to improve service. Eagerly participates in cross-functional teams to work toward achieving common goals.</p>		<p>Strongly and consistently manages up other people and groups by emphasizing their strengths and accomplishments. Appropriately challenges those who shift the blame and/or manage down others.</p> <p>Proactively ensures that others have complete, timely, and open access to relevant and useful information. Helps others to make more effective handoffs.</p> <p>Publicly recognizes individual and team efforts in an enthusiastic and timely manner. Never takes credit for others' efforts or accomplishments.</p> <p>Promotes and initiates efforts to improve service by partnering with others across Advocate. Creates and leads cross-functional teams to work toward achieving common goals.</p>

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Collaborative: Managing up other people and groups; sharing useful information; effectiveness of handoffs; recognizing individual and team accomplishments; sharing credit for success; partnering with others to improve service; participation in cross-functional teams.

Probes

Not all probes need to be used. Choose based on the interview question and candidate's response.

What was the role that you played?	Is there anything you learned or would do differently?
In the situation where things did not go as well, what would you do differently today?	What was the outcome?
What did you do to positively contribute to it?	What was the situation and how did you manage it?
What do you do to ensure each member can participate and contribute to the group?	What steps did you take to ensure successful collaboration?

Question (customize as appropriate for the job)	Comments	Rating
Think about two experiences in which you needed to work as a team -- one you feel great about and one that didn't go so well. What was different about the two experiences?		
Give an example of a time when you played an important role in a project as a member of a team.		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Question (customize as appropriate for the job)	Comments	Rating
How do you build relationships with members of your team?		
Think of a task or project you worked on where group cooperation was important. How did you help encourage group members to work as a team?		
Give an example of a time when your work group or department worked with another department to accomplish a goal.		
Tell me about a time when you had to provide some constructive negative feedback to a team member (or received some negative feedback from a team member).		
Tell me about a time you had to collaborate with multiple disciplines/functions/departments around patient care.		
Additional question (s):		
	AVERAGE SCORE:	

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Respectful: Fair and respectful treatment of all people; appreciation for cultural diversity; handling of conflict and difficult conversations; clear and open communication; building candid and trusting relationships; contributing to a culture of mutual respect; handling of disrespectful behavior.

1 - Does Not Meet Expectations	2-Approaching Expectations	3 - Meets Expectations	4- Exceeds Expectations	5 - Significantly Exceeds Expectations
<p>Does not consistently treat all people fairly and with respect. Lacks appreciation and/or support for cultural diversity in the workforce.</p> <p>Fails to respectfully manage conflict and/or difficult conversations. Avoids conflict and/or lets it get in the way of accomplishing objectives.</p> <p>Does not communicate clearly and/or openly. Withholds information from others. Fails to build trust and openness in relationships with others.</p> <p>Does not support a culture of mutual respect. Fails to address disrespectful behavior in a prompt and/or appropriate manner.</p>		<p>Consistently treats all people fairly and with respect. Appreciates and supports cultural diversity in the workforce.</p> <p>Manages conflict and difficult conversations in a respectful manner that recognizes differences and maintains positive relationships.</p> <p>Communicates clearly and openly in ways that others can understand. Builds and maintains candid and trusting relationships.</p> <p>Supports and reinforces a culture of mutual respect. Addresses disrespectful behavior in a prompt and appropriate manner.</p>		<p>Models ideal behaviors for fair and respectful treatment of all people, even during heated situations. Fosters an appreciation for cultural diversity in the workforce.</p> <p>Proactively manages conflict and difficult conversations in a manner that honors differences while fostering mutual respect. Leverages conflicts as opportunities to improve decisions, work processes and relationships.</p> <p>Excels at clear and candid communication that ensures understanding. Proactively builds and maintains trusting and open relationships.</p> <p>Champions and promotes a culture of mutual respect. Promptly and tactfully addresses disrespectful behavior.</p>

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Respectful: Fair and respectful treatment of all people; appreciation for cultural diversity; handling of conflict and difficult conversations; clear and open communication; building candid and trusting relationships; contributing to a culture of mutual respect; handling of disrespectful behavior.

Probes

Not all probes need to be used. Choose based on the interview question and candidate's response.

How do you handle/manage someone with a different opinion?	Is there anything you learned or would do differently?
How did you react to this person?	What was the outcome?
What did you do to resolve the conflict?	What was the situation?
What steps did you take to come to a successful solution?	What steps did you take to manage difficult situations involving your supervisor and ensuring your ideas were heard?

Question (customize as appropriate for the job)	Comments	Rating
What steps do you take to incorporate the ideas of co-workers with different perspectives?		
Tell me of a time when you had conflicting perspectives with a coworker.		
Tell me about a time when you had to manage a difficult customer or patient		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Question (customize as appropriate for the job)	Comments	Rating
Tell me about a time when you had to cultivate working relationships with people at different levels and functions in order to accomplish your work.		
Tell me about a time when you had to work for a difficult supervisor/boss.		
Tell me about a time you had a difference in opinion with someone.		
Additional question(s):		
AVERAGE SCORE:		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Professional: Maintenance of industry and professional knowledge; application of learning into strategy; response to stressful situations and unexpected challenges; representing Advocate positively; acting in the best interest of Advocate; demonstrating integrity and ethics; protecting confidentiality and privacy.

1 - Does Not Meet Expectations	2-Approaching Expectations	3 - Meets Expectations	4- Exceeds Expectations	5 - Significantly Exceeds Expectations
<p>Does not maintain industry and/or professional knowledge. Fails to incorporate learning into improving processes and performance.</p> <p>Exhibits frustration or otherwise acts inappropriately in stressful situations. Struggles with adapting to unexpected challenges.</p> <p>Fails to represent Advocate positively through actions and/or words. Does not consistently act in the best interests of Advocate as a system.</p> <p>Fails to consistently demonstrate high standards of integrity and ethics. Fails to consistently protect confidentiality and/or privacy.</p>		<p>Maintains industry and professional knowledge, including relevant trends and practices. Incorporates learning into improving processes and performance.</p> <p>Maintains composure and responds appropriately when faced with stressful situations. Adapts to unexpected challenges without exhibiting frustration.</p> <p>Represents Advocate positively through both actions and words. Acts in the best interest of Advocate as a system.</p> <p>Demonstrates high standards of integrity and ethics in all situations. Consistently protects confidentiality and privacy.</p>		<p>Rigorously monitors and shares relevant industry and professional trends and practices. Innovatively applies this information to improve processes and performance.</p> <p>Acts as a calming influence on others in stressful situations. Helps identify potential solutions for unexpected challenges.</p> <p>Sets a clear example and coaches others on representing Advocate positively in all situations. Strongly promotes the best interests of Advocate as a system and appropriately challenges others to do so.</p> <p>Displays the highest standards of integrity and ethics in all situations, inspiring others to follow this example. Improves processes to ensure strong protection of confidentiality and privacy.</p>

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Be Professional: Maintenance of industry and professional knowledge; application of learning into strategy; response to stressful situations and unexpected challenges; representing Advocate positively; acting in the best interest of Advocate; demonstrating integrity and ethics; protecting confidentiality and privacy.

Probes

Not all probes need to be used. Choose based on the interview question and candidate's response.

What made it an 'above and beyond' project?	Is there anything you learned or would do differently?
Why is it important to continuously learn?	What was the outcome?
How did you use this information to accomplish a goal or improve a process?	What was the situation?
Why is this important?	What made it stressful? What things did you do to cope with or manage the stress?

Question (customize as appropriate for the job)	Comments	Rating
Tell me about a time you exceeded your manager's expectations.		
Tell me about a time you worked on a project that didn't go so well.		

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Question (customize as appropriate for the job)	Comments	Rating
Describe the ways that you learn new things.		
Tell me about an experience when you questioned a policy or process.		
How do you keep current with changes or trends in your field of work?		
What steps do you take to ensure the confidentiality of information (customize to the type of sensitive information dealt with)?		
Tell me about a stressful part of a former job.		
Additional question (s):		
	AVERAGE SCORE:	

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Job Specific Expectation(s):

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1 Does Not Meet Expectations	2 Approaching Expectations	3 Meets Expectations	4 Exceeds Expectations	5 Significantly Exceeds Expectations
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•

FOCUSED INTERVIEWS: Associate Behaviors of Excellence

Job Specific Expectation(s):

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Question	Comments	Rating
AVERAGE SCORE:		

Interview Summary

Applicant's Name:	Date:
Interviewer's Name:	Internal or External Candidate (I or E):
Position Sought (Job Title):	Job/Position Code:
Hiring Manager:	Department:

Preliminary Assessment	Behaviors of Excellence Ratings (1-5)	Job Specific Expectations Ratings (1-5)	Overall Decision
<p>Please rate the following 4 criteria: Strong, Competent, or Deficient as related to the specific job roles and responsibilities.</p> <p>Strong Competent Deficient (High) (Solid) (Low)</p> <p>1) Comprehensiveness & Quality of Work Experiences</p> <p>2) Knowledge of industry/healthcare</p> <p>3) Success in previous roles</p> <p>4) Educational experience</p>	<p>Be Accountable ____</p> <p>Be Responsive ____</p> <p>Be Collaborative ____</p> <p>Be Respectful ____</p> <p>Be Professional ____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>OVERALL ASSESSMENT:</p> <p><input type="checkbox"/> Strong (High)</p> <p><input type="checkbox"/> Competent (Solid)</p> <p><input type="checkbox"/> Deficient (Low)</p> <p>Do you think this person would fit within the culture here? (Yes/No)</p> <p>FINAL HIRING DECISION:</p> <p><input type="checkbox"/> Hired</p> <p><input type="checkbox"/> Not hired</p> <p>COMMENTS:</p>