



## Structured Interview - Hiring Manager Business Intelligence-Sr Mgr (J37792)

Candidate Name:	<input type="text" value="Yashu Sharma"/>
Applicant ID:	<input type="text" value="C-25105553"/>
Interviewed By:	<input type="text" value="Prasanna Alagirirao"/>
Date:	<input type="text"/>
Job Opening:	<input type="text" value="R-1073715"/>
Bilingual:	<input type="text" value="No"/>

- Interview Type:
- ☐ HR Screen
  - ☒ Supervisor
  - ☐ Peer
  - ☐ Panel

### SECURITY & CONFIDENTIALITY

The information contained herein is confidential.  
It is your duty to keep this document secure *at all times*.  
*Do not* disclose interview guide content or candidate's responses  
to unauthorized persons.

# Opening Interview

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## Our Culture

People rely on Verizon in all aspects of their lives – not many teams can say that. While a typical day may look different across our 100,000 employees, our ability to remain the industry leader depends on the V Team and their commitment to excellence. We attract and develop the best talent to ensure we have the workforce we need to support our customers, care for our communities and stay ahead of what the future will bring.

Our V Teamers make Verizon a great place to work. They're a force for growth and a force for good, helping us connect everyone everywhere.

**Important compliance reminder.** Verizon is an equal opportunity employer. Qualified candidates should receive consideration for employment without regard to race, color, sex, religion, disability or other legally protected characteristics (topics covered in Interviewing at Verizon and set forth in Verizon's nondiscrimination policy). Specifics of candidates' race, ethnicity, gender and other legally protected characteristics should not be discussed or considered at any time during the hiring process, including before, during or after interviews.

## Preparing for the Interview

- Preview the interview guide. Enter any information you would like to have pre-populated, and save as a draft.
- Review the candidate's application and/or resume.

## Opening the Interview

- Introduce yourself.
- Engage in brief small talk to help the candidate relax.
- Tell the candidate approximately how long the interview will last.
- Inform the candidate that you may pause between questions to enter notes.
- Answer any initial questions the candidate has about the position or Verizon, then begin the interview.

## Additional [Digital Interviewing Resources](#)

**REMINDER: DO NOT READ THE COMPETENCY NAME BEFORE EACH QUESTION**

**Note about Accommodations for Hiring Process or Work-Related Accommodations:** Please refer to the information below if an accommodation, disability, or religious belief is brought up by a candidate during the interview.

Specifics of a candidate's disability or religious beliefs or practices should not be discussed prior to an offer. However, if a candidate specifically states that he or she needs an accommodation related to an aspect of the hiring process (completing an interview, pre-hire assessment, etc.) or mentions during the hiring process that he or she will need a reasonable accommodation in performing the job at issue, Hiring Managers, please let your Recruiter know and, Recruiters, you should contact the Workplace Accommodations team for medical accommodations (or for religious accommodations, the Employee Relations team), as appropriate, and use the following verbiage to respond to the candidate.

**“Thank you for bringing that to my attention. I will be sure to share that information with the appropriate individuals in Human Resources and you will be able to have additional communications about any reasonable accommodations you may be requesting with them. Verizon reasonably accommodates the needs of candidates and employees who require accommodations (such as scheduling flexibility) because of disabilities or sincerely held religious beliefs or practices. Accommodations may not be possible in all situations, and are based upon the needs of the business and other factors.”**

# Candidate Experience/Background

## Candidate Experience, Knowledge, and Skills

Tell me about the background experiences that have prepared you for this position.

Are there any other experiences that you did not include in your resume / Verizon profile that you feel are relevant to the job?

Possible Follow-up Probe Options:

- Why did you pursue those particular education and training experiences?
- What were your major responsibilities/duties? What did you like most/least about these responsibilities/duties?
- What strengths did you develop from each experience?
- How will those experiences serve to increase your performance in this job? Please explain.
- Describe your time working at \_\_\_\_\_ (prior company).
- What are/were your main duties?
- What types of issues were you expected to handle or resolve?
- What did you like least/most about this/those position(s)?
- What are your short and/or long-term careers goals? How does this role fit into your career plans?
- If external candidate: "Let's walk through your resume."
- If internal candidate: "Let's walk through your Verizon Profile. How long have you been in your current position? How long have you been in your current location?"
- For Sales and Customer Service roles only:
  - Describe total years of sales/customer service, call center/technical support experience?
  - Tell me about any sales quotas, measurable deliverables or targets in your previous work (and how they were measured).

**RATE CANDIDATE - Please be sure to use the entire scale**

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
■ Expressed a significant amount of uncertainty about performing type	Some characteristics of "Much Less Than Acceptable",	■ Expressed interest in performing type of work required for this role	Some characteristics of "Acceptable", some	■ Expressed an eagerness to fulfill/

<p>of work required for this role</p> <ul style="list-style-type: none"> <li>■ Appears indifferent toward the present opportunity</li> <li>■ Previous experience is not related to the knowledge, skills, and abilities relevant to the position</li> <li>■ Does not have adequate education, training, or work experience to perform major job duties for this role as defined in the Job Description</li> </ul>	<p>some characteristics of “Acceptable”</p>	<ul style="list-style-type: none"> <li>■ Appeared genuinely interested in the present opportunity</li> <li>■ Previous experience is related to the knowledge, skills, and abilities required for the position</li> <li>■ Has acceptable level of education, training, and/or prior work experience necessary to perform major job duties for this role as defined in Job Description</li> </ul>	<p>characteristics of “Much More Than Acceptable”</p>	<p>perform the duties/responsibilities of this role</p> <ul style="list-style-type: none"> <li>■ Came across as excited and enthusiastic about the current opportunity</li> <li>■ Previous experience is highly related to the knowledge, skills, and abilities required for the position</li> <li>■ Has extensive education, training, and/or previous work experience necessary to perform all major job duties for this role as defined in Job Description</li> </ul>
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**Enter 1 – 5 (use guide above) \_\_\_\_**

## Behavioral Questions Instructions

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"Next, I am going to ask you a few questions about your past work experiences. The best way to respond to each question is to describe a specific, detailed example from one of your previous jobs.

"When answering each question, start by describing the specific situation that your example is taken from, and then tell me what you did and how or why you did it. Finish your answer by telling me how the situation turned out."

"The more detail that you can provide in your answers, the better. Feel free to let me know if you need a minute to think about an example to provide for each question. Sound good? Do you have any questions?"

### **NOTE TO INTERVIEWER:**

- Do not read the competency title or definition aloud to the candidate.
- Ask the candidate ONE question per competency unless otherwise indicated.
- When rating candidates on each competency, use the full range of the 1 – 5 rating scale.

# Behavioral Questions

## Job Knowledge 1

(Ask the candidate 1 of the following questions.)

Having achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise.

1. Describe the steps involved in \_\_\_\_\_ (process, function, task). How do they work? Why are they important?

2. Describe your experience with \_\_\_\_\_ (technical operation, task, etc). Describe a situation where you were challenged to use those skills.

3. Give me an example of a project you completed that demonstrates your technical expertise in \_\_\_\_\_.

Optional Follow-Up Probes for all Questions  
What was the end result? What did you do? How did you respond? How did you handle the situation? What happened? How were you impacted?

### RATE CANDIDATE - Please be sure to use the entire scale

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
<ul style="list-style-type: none"><li>■ Candidate had few or no transferable skills related to areas critical for success in job role</li><li>■ Struggled to explain technical processes/ functions and their applications</li><li>■ Showed a lack of familiarity with recent</li></ul>	<p>Some characteristics of “Much Less Than Acceptable”, some characteristics of “Acceptable”</p>	<ul style="list-style-type: none"><li>■ Candidate showed some transferable skills related to areas critical for success in job role</li><li>■ Demonstrated an understanding of technical processes/ functions and their applications to customers</li></ul>	<p>Some characteristics of “Acceptable”, some characteristics of “Much More Than Acceptable”</p>	<ul style="list-style-type: none"><li>■ Candidate demonstrated expertise in majority of areas critical for success in role</li><li>■ Expertly described technical processes/ functions and successfully crafted</li></ul>

<p>technological developments</p> <ul style="list-style-type: none"><li>■ Did not comprehend requisite/ basic technical terminology</li><li>■ Inadequate level of job-related knowledge and/ or skills</li></ul>	<ul style="list-style-type: none"><li>■ Was familiar with current technological developments</li><li>■ Understood and appropriately applied technical terminology</li><li>■ Demonstrated adequate level of knowledge and skills relevant to job role</li></ul>	<p>superior solutions for customer</p> <ul style="list-style-type: none"><li>■ Has a passion for staying current with technological developments and advancements</li><li>■ Understood technical terminology and demonstrated an awareness of more advanced, interconnected technical processes/ functions</li><li>■ Demonstrated mastery of knowledge and skills necessary to excel in job role</li></ul>
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Enter 1 – 5 (use guide above) \_\_\_\_

## Job Knowledge 2

(Ask the candidate 1 of the following questions.)

Having achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise.

1. Describe some examples of typical problems or errors you encounter in \_\_\_\_\_ (process, function, task). What steps do you take to resolve these issues?

2. Give me an example of a successful best practice that you've used in your work.

3. What do you view as the most important trend in the next 12-24 months that will impact your work?

4. What is the most complex project/tool/process you've worked on? What was your level of involvement in the process?

Optional Follow-Up Probes for all Questions

*What was the end result? What happened? How were you impacted? What did you do? How did you respond? How did you handle the situation?*

**RATE CANDIDATE - Please be sure to use the entire scale**

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
■ Candidate had few or no transferable skills related to areas critical for success in job role	Some characteristics of "Much Less Than Acceptable", some	■ Candidate showed some transferable skills related to areas critical for success in job role	Some characteristics of "Acceptable", some characteristics of	■ Candidate demonstrated expertise in majority of areas critical for success in role



<ul style="list-style-type: none"> <li>■ Struggled to explain technical processes/ functions and their applications</li> <li>■ Showed a lack of familiarity with recent technological developments</li> <li>■ Did not comprehend requisite/ basic technical terminology</li> <li>■ Inadequate level of job-related knowledge and/ or skills</li> </ul>	characteristics of “Acceptable”	<ul style="list-style-type: none"> <li>■ Demonstrated an understanding of technical processes/ functions and their applications to customers</li> <li>■ Was familiar with current technological developments</li> <li>■ Understood and appropriately applied technical terminology</li> <li>■ Demonstrated adequate level of knowledge and skills relevant to job role</li> </ul>	“Much More Than Acceptable”	<ul style="list-style-type: none"> <li>■ Expertly described technical processes/ functions and successfully crafted superior solutions for customer</li> <li>■ Has a passion for staying current with technological developments and advancements</li> <li>■ Understood technical terminology and demonstrated an awareness of more advanced, interconnected technical processes/ functions</li> <li>■ Demonstrated mastery of knowledge and skills necessary to excel in job role</li> </ul>
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**Enter 1 – 5 (use guide above) \_\_\_\_**

## Technical/Functional Capability

(Ask the candidate 1 of the following questions.)

Demonstrating specific knowledge of a professional discipline and applying practices and principles.

1. (Interviewer 1) Tell me about a time when you use the results of an analysis to suggest a change/improvement for the business? What were the benefits of this proposed change/improvement?

2. (Interviewer 1) Tell me about a time when you were challenged to learn a new tool or analysis method. What were the most difficult aspects of learning that new tool or method?

3. (Interviewer 2) Describe a situation in which you were required to grasp something complex in a short period of time. What resources did you use to learn more about this topic?

4. (Interviewer 2) Tell me about a time when you were conducting an analysis, and realized that there was an error/discrepancy with your data. What did you do to track down the issues with the dataset and complete the analysis?

5. (Interviewer 3) Tell me about a situation in which you combined multiple sources of information to quickly identify the most important issues. How did you make sense of and reconcile this information?

6. (Interviewer 3) Tell me about a time when one of your business stakeholders had a difficult time interpreting or understanding the results of a particular analysis. How did you work with this stakeholder to help them understand?

7. (Interviewer 4) Describe a situation in which you had to decide whether to accept or reject a recommendation based on an analysis. What did you decide to do, and why?

8. (Interviewer 4) Describe a situation where the results of a business case or analysis that your team conducted were unexpected. How did you communicate the unexpected results to the stakeholders involved? What were the reactions?

**RATE CANDIDATE - Please be sure to use the entire scale**

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
<ul style="list-style-type: none"> <li>■ Has limited to no experience utilizing job relevant knowledge in previous roles.</li> <li>■ Has less than acceptable (or no) knowledge related to the professional discipline and position.</li> <li>■ Lacked familiarity with core tools, processes, methods, or tasks.</li> <li>■ Demonstrated inadequate analytical proficiency; discounted data or looked for alternative ways to support expected results.</li> </ul>	<p>Some characteristics of “Much Less Than Acceptable”, some characteristics of “Acceptable”</p>	<ul style="list-style-type: none"> <li>■ Utilized or applied some job relevant knowledge in previous roles.</li> <li>■ Has acceptable level of knowledge related to the professional discipline and position.</li> <li>■ Described familiarity with relevant tools, processes, methods, or tasks.</li> <li>■ Demonstrated an adequate level of analytical proficiency; worked with team to better understand the situation.</li> </ul>	<p>Some characteristics of “Acceptable”, some characteristics of “Much More Than Acceptable”</p>	<ul style="list-style-type: none"> <li>■ Utilized/applied job relevant knowledge extensively in previous roles; Demonstrated nuanced understanding of challenges and considerations.</li> <li>■ Possesses expert knowledge relevant to the professional discipline and position.</li> <li>■ Described a high level of proficiency in relevant tools, processes, methods, or tasks.</li> <li>■ Demonstrated sophisticated grasp of analytical concepts; provided strong guidance to team.</li> </ul>

Enter 1 – 5 (use guide above) \_\_\_\_

## Drive for Results

(Ask the candidate 1 of the following questions.)

Initiating and maintaining focus on and movement toward preset objectives; Achieving quantifiable and measurable results despite obstacles, problems, risks, distraction, or pressures; Acting with a sense of urgency and energy to accomplish objectives, achieve goals, and deliver results and motivating others to do the same.

1. (Interviewer 1) Describe a time when you faced difficulty gathering the necessary information to conduct an analysis. How did you work around those difficulties to gather the information you needed?

2. (Interviewer 1) Tell me about a time when you went above and beyond your normal set of duties and responsibilities to respond to a problem or crisis situation. Why did you feel the need to take more responsibility in that situation?

3. (Interviewer 2) Describe a time when you discovered a more efficient way to complete a particular task. What benefits did this method have, and how did you share this idea with others?

4. (Interviewer 2) Describe your process for setting new personal goals or objectives. How have you ensured that these goals are in line with the objectives of your team/department?

5. (Interviewer 3) Discuss a time when you had to work particularly hard to make sure you fulfilled your responsibility on a very important task/project. What made this task/project particularly difficult?

6. (Interviewer 3) What methods have you used to keep track of your responsibilities and goals? How have these methods helped you prevent delays/backlogs?

7. (Interviewer 4) Describe a time when you were responsible for translating a high-level strategic direction into executable plans. How did you go about documenting & tracking these plans?

8. (Interviewer 4) How did you stay organized and appropriately prioritize when you had a large number of tasks to execute? When you were unsure of how to prioritize a particular task, what did you do?

**RATE CANDIDATE - Please be sure to use the entire scale**

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
<ul style="list-style-type: none"> <li>■ Did not track progress toward individual/team goals</li> <li>■ Showed little effort in helping team reach their goals</li> <li>■ Struggled when obstacles emerged</li> <li>■ Struggles with holding self and others accountable for driving results</li> <li>■ Unable to motivate self and others</li> <li>■ Lacks a sense of urgency to get things done</li> </ul>	<p>Some characteristics of “Much Less Than Acceptable”, some characteristics of “Acceptable”</p>	<ul style="list-style-type: none"> <li>■ Monitored individual and team progress toward goals</li> <li>■ Held team accountable for performance</li> <li>■ Worked hard to help the team when needed</li> <li>■ Was resilient and succeeded despite obstacles</li> <li>■ Holds self and others accountable for driving results and achieving outcomes</li> <li>■ Somewhat effectively motivates self and others</li> <li>■ Shows urgency in getting things done</li> </ul>	<p>Some characteristics of “Acceptable”, some characteristics of “Much More Than Acceptable”</p>	<ul style="list-style-type: none"> <li>■ Monitored individual/team progress in achieving milestones</li> <li>■ Motivated the team to achieve more than required</li> <li>■ Inspired through words and actions, that empowered team and created enthusiasm</li> <li>■ Proactively got “in the weeds” with the team and did whatever was necessary to help team meet goals</li> <li>■ Excelled at managing and overcoming obstacles”</li> <li>■ Demonstrates a strong commitment on holding</li> </ul>

<ul style="list-style-type: none"> <li>■ Struggles under the pressure of challenging performance goals</li> <li>■ Answer focused more on being busy than obtaining measurable results</li> <li>■ Sets vague or unrealistic goals</li> <li>■ Vulnerable to obstacles and distractions</li> <li>■ Is satisfied doing “just enough”</li> <li>■ Set expectations too low and did not challenge self/team</li> </ul>	<ul style="list-style-type: none"> <li>■ Manages the pressure of challenging goals</li> <li>■ Sets realistic and challenging goals</li> <li>■ Expresses desire to achieve challenging goals</li> <li>■ Measures success against quantifiable results</li> <li>■ Maintains focus despite obstacles</li> <li>■ Consistently raised individual/team expectations and goals</li> </ul>	<ul style="list-style-type: none"> <li>■ self and others accountable for results</li> <li>■ Effectively motivates self and others</li> <li>■ Thrives on setting and achieving goals</li> <li>■ Is not satisfied until goals are met or exceeded</li> <li>■ Sets short and long-term goals that set the bar high</li> <li>■ Creates action plans for achieving goals and maintains effort to do so</li> <li>■ Uses company performance metrics as well as personal standards to measure success</li> <li>■ Overcomes obstacles and enjoys challenges</li> <li>■ Created a personal standard/team performance culture to continuously improve, develop, and achieve positive business results</li> </ul>
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Enter 1 – 5 (use guide above) \_\_\_\_

## Collaboration

(Ask the candidate 1 of the following questions.)

Developing relationships and partnerships with others in the organization to add value; Understanding others' agendas and perspectives to influence, resolve conflict, and create buy-in.

1. (Interviewer 1) Describe a situation where you had to get a team of stakeholders motivated to participate in a particular project/initiative. What techniques did you use to get their buy-in?

2. (Interviewer 1) Please describe a situation when it was difficult or frustrating to obtain information from other people in order to achieve a goal. What impact did this have on your relationship with the others involved?

3. (Interviewer 2) Describe a situation in which you were able to successfully convince someone to accept a new process or change. Why was it important that you convince them to understand this changing process?

4. (Interviewer 2) Give me an example of a time when you had to gain the support of another stakeholder in the business. Why was the support of this particular stakeholder necessary?

5. (Interviewer 3) Describe a time when you had to earn the trust and respect of someone with a different background or perspective from your own. What challenges did you face when trying to understand this person's needs?



6. (Interviewer 3) Tell me about a time when you formed a relationship with another function or business unit. What did you do to understand their needs and add value to their function?

7. (Interviewer 4) Describe a time when you disagreed with an initiative or message and voiced your concerns to others. What were your concerns? When, to whom, and how did you voice your concerns?

8. (Interviewer 4) Tell me about a time when you delegated work based on someone's unique strengths and weaknesses. What factors did you consider to ensure this person could handle the responsibilities assigned?

**RATE CANDIDATE - Please be sure to use the entire scale**

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
<ul style="list-style-type: none"> <li>■ Took action without regard to the potential political implications.</li> <li>■ Failed to adequately consider different needs and concerns.</li> <li>■ Used the same approach and communication style regardless of audience.</li> <li>■ Tried to achieve goals without the help of key decision makers and influential others.</li> <li>■ Approached situations with customers, clients and partners without considering the organization's</li> </ul>	<p>Some characteristics of "Much Less Than Acceptable", some characteristics of "Acceptable"</p>	<ul style="list-style-type: none"> <li>■ Considered possible political ramifications before taking action.</li> <li>■ Asked questions to determine others' needs and concerns.</li> <li>■ Tailored communications and interactions based on characteristics of the audience.</li> <li>■ Involved key decision makers and other possible stakeholders as appropriate; utilizing influential others to help achieve results.</li> <li>■ Demonstrated a win-win attitude toward collaboration and</li> </ul>	<p>Some characteristics of "Acceptable", some characteristics of "Much More Than Acceptable"</p>	<ul style="list-style-type: none"> <li>■ Learned about other organizations' environments, cultures and methods of operation, and used the information to develop a strategy for building effective relationships and achieving results.</li> <li>■ Proactively addressed potential political implications before taking action; Addressed possible negative consequences and prepared a plan for damage control as needed.</li> <li>■ Subtly uncovered the agendas and perspectives of others,</li> </ul>

environment, culture, and methods of operation.	sensitivity to socializing information with other groups. ■ Took into consideration knowledge of a company's environment and culture when interacting with clients, customers and partners.	and thoughtfully determined the best approach to working with each individual and group in order to maximize results. ■ Was able to finesse a difficult or awkward situation; demonstrated political savvy in a critical situation with high-level individuals.
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Enter 1 – 5 (use guide above) \_\_\_\_

## Closing - Interview

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That completes the interview. Is there anything else I should know about your qualifications for the position before we wrap up?

Are there any last questions you have for me about the position or Verizon?

## Closing - Communication

### Communication Rating (Observed)

Using appropriate communication skills to effectively convey information. Avoiding distracting or inappropriate verbal / nonverbal cues. (Observed – there are no interview questions.)

**Based on what you observed of this candidate during the interview and the table below, please provide a 1 to 5 rating for this competency.**

INEFFECTIVE CHARACTERISTICS	EFFECTIVE CHARACTERISTICS
<ul style="list-style-type: none"><li>▪ Makes grammatical errors to the extent that:<ul style="list-style-type: none"><li>◦ It is distracting to the listener.</li><li>◦ It is difficult to understand the message (this does not refer to having an accent).</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Speaks clearly.</li><li>▪ Uses acceptable grammar.</li><li>▪ Uses inflection (not monotone speaking).</li></ul>
<ul style="list-style-type: none"><li>▪ It is difficult to follow his/her train of thought.</li><li>▪ Has trouble expressing him/herself.</li><li>▪ Goes on and on/unnecessarily verbose.</li><li>▪ Jumps from one topic to another.</li></ul>	<ul style="list-style-type: none"><li>▪ Communicates ideas in a logical sequence:<ul style="list-style-type: none"><li>◦ Finishes a thought before moving to another.</li><li>◦ Transitions to a related topic so that listener can follow.</li></ul></li></ul>
<ul style="list-style-type: none"><li>▪ Talks about irrelevant topics/details (consider if candidate might be establishing rapport).</li></ul>	<ul style="list-style-type: none"><li>▪ Stays on topic, does not bring up irrelevant information.</li></ul>
<ul style="list-style-type: none"><li>▪ Repeatedly provides answers that do not adequately answer the interview question.</li><li>▪ Interviewer has to probe for basic detail on most questions.</li><li>▪ Does not ask for clarification if question is not understood.</li></ul>	<ul style="list-style-type: none"><li>▪ Actively listens: understands what is being asked; responses address interview questions or follow-up questions.</li></ul>
<ul style="list-style-type: none"><li>▪ Makes insensitive/inappropriate remarks.</li><li>▪ Communicates too casually.</li></ul>	<ul style="list-style-type: none"><li>▪ Appropriately matches his/her communication style to the interview situation (professional, somewhat formal).</li></ul>

- Comes across as unapproachable or disinterested.

- Comes across as friendly and/or outgoing.

Notes

**RATE CANDIDATE - Please be sure to use the entire scale**

<b>Much Less Than Acceptable 1</b>	<b>Less Than Acceptable 2</b>	<b>Acceptable 3</b>	<b>More Than Acceptable 4</b>	<b>Much More Than Acceptable 5</b>
<ul style="list-style-type: none"> <li>■ Several behaviors from ineffective list</li> <li>■ Does not display enough basic skill to be able to improve with training/basic coaching</li> <li>■ Few or no behaviors from effective list</li> <li>■ (If Applicable) Does not meet bilingual communication requirements</li> </ul>	<p>Some characteristics of "Much Less Than Acceptable", some characteristics of "Acceptable"</p>	<ul style="list-style-type: none"> <li>■ No more than a few ineffective characteristics from list</li> <li>■ Could improve communication with training/coaching</li> <li>■ Multiple effective communication skills from the list</li> <li>■ (If Applicable) Meets the bilingual communication requirements</li> </ul>	<p>Some characteristics of "Acceptable", some characteristics of "Much More Than Acceptable"</p>	<ul style="list-style-type: none"> <li>■ No ineffective characteristics from the list</li> <li>■ No obvious communication training needs</li> <li>■ All or nearly all effective communication skills from the list</li> <li>■ (If Applicable) Meets the bilingual communication requirements</li> </ul>

**Enter 1 – 5 (use guide above) \_\_\_\_**

# Overall Rating

Review all of your ratings above and provide an Overall Rating using the following guidelines:

- Candidates must receive an overall rating of **3 or higher** to be recommended.
- All candidates with a rating of **1** on any competency are automatically disqualified.
- All candidates with more than one rating of **2** on any of the competencies are also disqualified.

Much Less Than Acceptable 1	Less Than Acceptable 2	Acceptable 3	More Than Acceptable 4	Much More Than Acceptable 5
<ul style="list-style-type: none"> <li>■ Inappropriate candidate</li> <li>■ Below average in most competencies</li> <li>■ Multiple competencies rated as 1 or 2</li> </ul>	<ul style="list-style-type: none"> <li>■ Unsatisfactory candidate</li> <li>■ Below average in several competencies</li> <li>■ More than one competency rated as 1 or 2</li> </ul>	<ul style="list-style-type: none"> <li>■ Satisfactory candidate</li> <li>■ Has at least minimum competence required</li> <li>■ Mostly 3s, no more than one competency rated as 2</li> </ul>	<ul style="list-style-type: none"> <li>■ Good candidate</li> <li>■ Above average in several competencies</li> <li>■ All competencies rated as 3s, 4s, or 5s</li> </ul>	<ul style="list-style-type: none"> <li>■ Very good candidate</li> <li>■ Above average in most competencies</li> <li>■ Some competencies rated as 3; mostly 4s and 5s</li> </ul>
■ CANDIDATE IS <u>NOT</u> RECOMMENDED	■ CANDIDATE IS <u>NOT</u> RECOMMENDED	■ CANDIDATE MAY BE RECOMMENDED	■ CANDIDATE <u>IS</u> RECOMMENDED	■ CANDIDATE <u>IS</u> RECOMMENDED

Overall Rating (Enter 1 – 5, reflecting your competency ratings above): \_\_\_\_

Please document the rationale for the overall candidate rating you provided above.