



RECRUITMENT

Team Member Interview Guide: Best Practices

Please make sure you have completed the Cornerstone online class – “CHCO Certified to Interview”

Setting up the interview

- Invite team members with diverse roles, perspectives and experiences to participate in the interview panel. Consider including the following: team members with varying professional and educational experiences, team members working in departments/units outside your own, team members representative of various dimensions of difference (i.e. age, gender, education, race/ethnicity). **Interview panels should consist of no more than 6 individuals.**
- When interviewing multiple candidates, ensure the same panel members are involved in each candidate's interview.
- **For a team member interview, conduct no more than two (2) interview panels.**

Facilitating the Interview

- Set up the interview for success
 - Greet the candidate, introduce yourself, explain your role and allow the rest of the interview panel to do the same. If approved to conduct the interview in-person, consider giving the candidate a business card.
 - Provide a realistic preview of the duties and responsibilities of the position.
 - Set expectations for the interview: *“In this interview, I/we will ask you behavioral questions. In your answer, recall an example, describe the situation, what you did to address it, and what the results of your actions were.”*
 - Tell the candidate that you will be taking notes either on paper or electronically (if the interview is conducted virtually) to ensure their answers are recorded accurately.
 - Assure the candidate they will have time to ask questions.
- Begin the interview and implementation of the guide (starting on pg. 2 of this document)
 - Use the same questions with each candidate you interview for the same position.
 - Ask 10-12 questions total, selecting 1-2 questions from each bolded question category.
 - **For the Diversity, Equity & Inclusion question category, you must ask 2 questions.**
 - *If you plan on having (no more than) two (2) interview panels, please use the following guidelines:*
 - 1st interview panel to select from EVEN numbered questions.
 - 2nd interview panel to select from ODD numbered questions.

General Recommendations & Etiquette Reminders

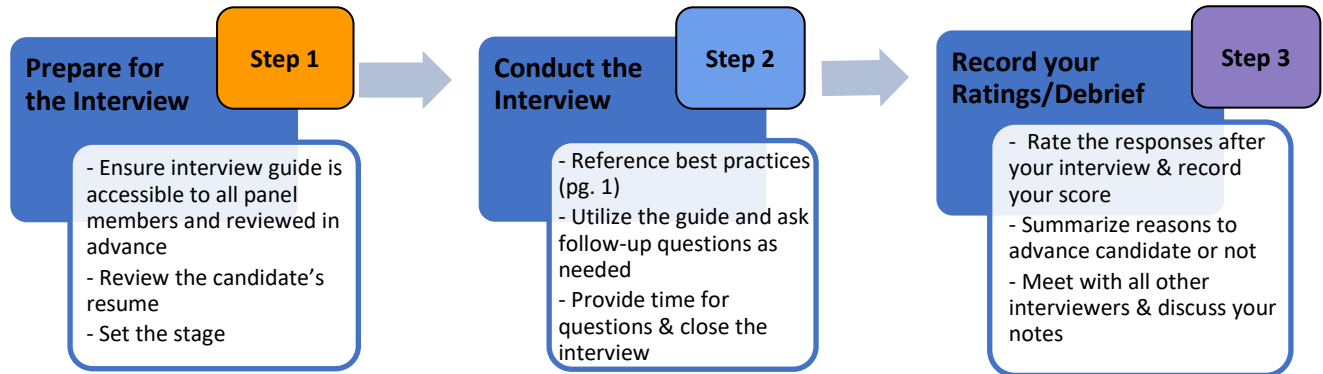
- Set reminders and hold space on calendars to ensure your early arrival to the interview. This includes finishing any meal/snack items prior and only bringing a closed drink to the interview.
- Place electronic devices on silent and secure them away from the interview area (unless you are anticipating a clinical response). If you are on-call or anticipate needing to step away, be sure to inform the candidate in advance.
- Explain any acronyms that are position or organization specific.
- Remember that asking follow-up or probing questions to a candidate's responses is critical to gathering the appropriate information for you to evaluate the candidate. Examples of follow-up questions include:
 - **What challenges did you come across?**
 - **Why did you make that decision?**
 - **What was the outcome?**
 - **What lessons were learned from that situation?**





Team Member Interview Guide

Candidate:	Date:
Interviewer:	Position:



Interview Questions

Business Acumen: Demonstrates resourcefulness, possesses tolerance for ambiguity, and is solution oriented.

1. Tell us about a time when you needed to accomplish a goal with limited resources.
2. Give an example of a time you had to work independently with little or no direction.
3. Tell us about a time that your unique perspective/experience allowed you to solve a problem or create a meaningful solution?
4. Tell us about a time when you had to balance competing priorities. What was the outcome?

Rating:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 Significant Gap: Fails to demonstrate competency regardless of guidance provided.	2 Below Requirements: Demonstrates competency inconsistently, even with repeated instruction or guidance.	3 Meets Requirements: Demonstrates competency accurately and consistently on familiar procedures and needs supervisor guidance for new skills.	4 Exceeds Requirements: Demonstrates competency accurately and consistently in most situation with minimal guidance.	5 Far Exceeds Requirements: Perfect answer. Demonstrates competency accurately, consistently, and independently. All points relevant.

Notes:





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Leadership: Independently takes initiative and demonstrates creativity.

1. Give us an example of how you have built support for ideas/goals with people who do not formally report to you.
2. What different strategies have you used to recognize and encourage performance in others?
3. Describe a time when you performed a task outside your responsibilities. What was the task? Why did you see it to be outside your responsibilities? What was the outcome?
4. Tell us about a time when, unsolicited, you suggested a better way to perform a process. What actions did you take? What were the results?

Rating:

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Diversity, Equity & Inclusion: Appreciates the impact of differences (*MUST ask two questions).

1. Please share with us what Diversity, Equity and Inclusion mean to you and why they're important.
2. Tell us about a time when you adapted your work style to collaborate more effectively with someone who had a background or perspective different than your own.
3. Please describe a time when you experienced how individual differences on your team ultimately benefitted the work.
4. Please share with us ways that you have promoted diversity, equity, and inclusion in your current or previous position(s),
5. How would you respond to a situation where you overheard a coworker make insensitive or offensive remarks toward others?
6. Describe what you consider to be an ideal work culture.





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Conflict Resolution: Comfortable working through conflict and willing to recognize opportunities for improvement.

1. Describe a situation where you observed a coworker demonstrating an unsafe practice or act. What did you do about it?
2. Tell us about a time when a client was not satisfied with a service you were providing. How did you resolve the issue?
3. Tell us about a time when a patient/family or coworker didn't respond positively to a request you made. How did you handle it?
4. Tell us about a situation (with a teammate, at work, etc.) that you wish you had handled differently. What would you change if faced with a similar situation in the future?

Rating:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Adaptability: Demonstrates capacity for patience and flexibility and possesses strong time management skills.

1. Tell us about a time when you had to navigate a work environment with many uncertain and constant changes. How did you handle the situation?
2. Tell us about a time you made a mistake at work. What did you learn as the result of this experience?
3. Share an example of a time when you were required to learn a new skill in order to complete a work assignment.
4. Describe a time when you worked cooperatively with someone that did not share the same perspective as you. Describe the situation, the actions you took, and the outcome.

Rating:

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Communication & Interpersonal Skills: Communicates effectively, collaborates and builds trust; maintains relationships.

1. Tell us about a time when effective listening skills helped you in a situation.
2. Tell us about a time when, looking back, you realize you could have communicated a message better. After reflection, what would you have done differently?
3. Describe a time when you were able to effectively communicate with someone who had a communication style different from your own.
4. Provide an example of how you build trust with others in a new environment.





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Notes:

Unit/Role Specific: If needed, add your own questions specifically relevant to the role at hand. Please ensure any questions written for this section are asked of all candidates.

- 1.
- 2.
- 3.
- 4.

Rating:

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Record your Ratings

After the interview, consult your notes and rate the candidate on each competency.

- Your interview sheet contains a rating scale with behavioral anchors for each question.
- Use the anchors to determine what rating is appropriate for the candidate based on their answer.
- When you're undecided between two options (e.g., Significant Gap vs. Meets or Far Exceeds vs. Meets), use the numbers 2 or 4. These options are provided to give you variety in your ratings.

Section	Score
Business Acumen	
Leadership	
Diversity, Equity & Inclusion	
Conflict Resolution	
Adaptability	
Communication & Interpersonal Skills	
Unit/Role Specific	
Total Score	

Overall Evaluation Notes: Summarize the candidate's strengths and any concerns to be considered.

Recommendation:

- ☐ Advance/Recommend for hire
- ☐ Advance/Recommend with reservations noted above
- ☐ Would not advance/Would not recommend for hire

****Once you have completed the interview guide, please return your notes to the hiring leader for this role. The hiring leader will collect all notes for this unique position together and send to InterviewGuides@childrenscolorado.org with a subject line that includes the following: "Job Opening Number, Job Title, Year of Interview." Any notes older than two years should not be sent to HR but will need to be shredded by the leader. If there was an evaluation survey associated with this interview, please add your notes/recommendations to the survey and shred this document.**

