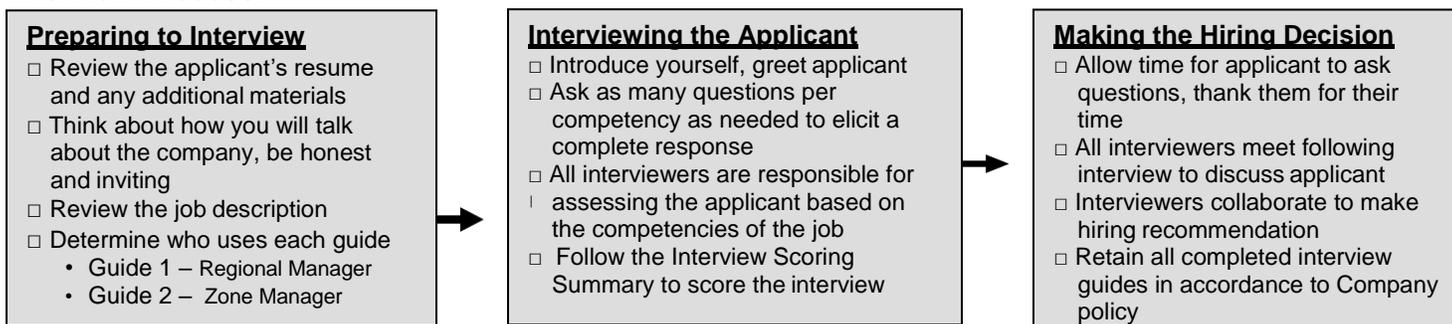


Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

## 4 Wheel Parts Store Manager - Interview Guide

### Interview Process:



### Interviewing Guidelines:

Interviewers will conduct two separate interviews with each interviewee using separate interview guides during the process described above. In general, each interviewer should allow for 25-40 minutes when conducting an interview. Each interviewer is responsible for asking each question, listening intently to responses and marking the appropriate checkboxes that apply. Because the interview guides are comprised of core competencies critical to success on the job, it is important that you ask applicants majority questions contained herein.

Both interviewers should meet at the end of the interview process to discuss the interviews and complete the scoring form before routing back to the recruiter. All hiring recommendations must be appropriately documented and supported by detailed notes within the interview guides. **Note:** *NO job offers will be made without interview guides and the scoring form being fully completed and submitted to the appropriate recruiter.*

### Interviewing Tips:

- ✓ Set up the physical environment where the interviews will be conducted to create a welcoming atmosphere:
  - Keep the physical environment welcoming and accessible
  - Sit at an angle from the applicant, not across from them
  - Take notes discreetly so that the applicant cannot read what you write down, be sure to write carefully and legibly
  - Take only job-relevant notes
- ✓ Use the provided probing questions to dig into an applicant's answers, asking clarifying questions as necessary.
- ✓ Balance the applicant's personality and presence with their experience. A history of frequent job changes, little evidence of dependability or a low level of experience are all red flags.
- ✓ Take your time during the interview and don't be in a hurry. Give applicants time to tell you about himself/herself.
- ✓ Compare all applicants to the standard of what is required on the job rather than to each other.
- ✓ **Don't ask about an applicant's:**
  - Race or Color
  - Religion
  - Gender identity
  - Sexual Orientation
  - Age
  - Ethnicity
  - Veteran Status
  - National Origin or Ancestry
  - Disability or Medical History
  - Family Medical History
  - Citizenship status
  - Pregnancy
  - Marital or Family Status, including pregnancy or child care arrangements
  - Arrest
  - Social and Economic Status
  - Do you have any disabilities?
  - How does your disability affect your performance?
  - What is your credit history?
  - Have you ever declared bankruptcy?
  - Are you the primary wage earner for your family?
  - Was your military discharge honorable?
  - What is your medical history?
  - Not all illegal questions listed. As this is a guide!

*All applicants must be assessed on their individual merit, without regard to race, color, religion, gender, gender identity, age, national origin, disability, citizenship status, sexual orientation, veteran status, marital status, ancestry, pregnancy, ethnicity, genetic information, or any other legally protected status in accordance with the requirements of federal, state and local law. In accordance with the Ban the Box law that many cities and states have adopted, do not ask about an applicant's previous criminal convictions during the interview process.*

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

**Interviewer A:**

**Say:** Hello, I'm \_\_\_\_\_ and my role at 4WP is \_\_\_\_\_. I'm glad we have the chance to talk about potential employment with our Company. We'll have some time for questions at the end of the interview, but do you have any now? If not, let's begin.

**How familiar are you with 4 Wheel Parts and our products?**

<b>Work History</b>	
<b>Look For:</b>	<b>Work History</b> (e.g., interest in company, experience or interest in field)
<b>Question Directions:</b> Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.	
<p>1. Let's focus on the last 2 jobs you held. For (insert role) tell me:</p> <ul style="list-style-type: none"> <li>• What 1-2 accomplishments were you most proud of?</li> <li>• What were 1-2 low points/mistakes during those jobs?</li> <li>• Repeat for 2<sup>nd</sup> most recent job held.</li> </ul>	
<p>2. Starting with your most recent job (or role), tell me what strength of yours had the greatest impact on your performance. Similarly, tell me about a weakness that may have held you back at times.</p> <ul style="list-style-type: none"> <li>• How would this strength of yours be beneficial in this role you are applying to?</li> <li>• What did you do to improve on your weakness? What was the result?</li> <li>• Repeat question and probes for job (or role) prior to last.</li> </ul>	
<b>Behavioral Checklist Directions:</b> Use the below checklist as a guide for behaviors from a "Good" or "Great" response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.	
<p style="text-align: center;"><b><u>Good Answers Checklist</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Resume/work history shows pattern of increasing responsibility and accomplishment in each position with a history of promotion and attaining goals</li> <li><input type="checkbox"/> Has experience or interest in working in retail; willingness to learn more about the dynamics of retail</li> <li><input type="checkbox"/> Is able to provide strengths and weakness and shows ability to be introspective and reflective about previous work experience</li> <li><input type="checkbox"/> Has comparable skills necessary for success in this role</li> </ul>	<p style="text-align: center;"><b><u>Great Answers Checklist</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Resume/work history shows aggressive career path with progressive increases in job responsibilities, accountability and scope</li> <li><input type="checkbox"/> Demonstrates thorough knowledge and interest in retail; demonstrates a high level of relevant experience in the retail industry specifically in multiple levels of management</li> <li><input type="checkbox"/> Provides examples of multiple strengths and weaknesses, embracing feedback from managers; is able to turn weakness into strengths, strongly exhibiting authentic behavior</li> <li><input type="checkbox"/> Speaks above and beyond and gives examples of how their past work experience and passion for the industry makes them a key candidate</li> </ul>
<input type="checkbox"/> <b>None of the above behaviors are identified</b>	

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

<b>Look For: Customer Focus</b> <ul style="list-style-type: none"> <li>• <b>Customer Service</b> (e.g., experience, values)</li> <li>• <b>Positive Attitude</b> (e.g., dealing with difficult situations, personal outlook)</li> </ul>	
<b>Question Directions:</b> Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.	
1. Describe a time when you personally handled a customer service related complaint that your team was not able to resolve. <ul style="list-style-type: none"> <li>• What was the situation?</li> <li>• What did you do or say?</li> <li>• How did the customer react?</li> <li>• How do you deliver service to diverse customers?</li> </ul>	
2. Give me an example of a time when you addressed poor customer service results with a department manager or associate who reported to you. <ul style="list-style-type: none"> <li>• What was the situation?</li> <li>• What made you think the department manager or associate was not providing the best customer service possible?</li> <li>• What did you do or say?</li> <li>• How did they react?</li> <li>• What were the department's/store's customer service results going forward?</li> </ul>	
<b>Behavioral Checklist Directions:</b> Use the below checklist as a guide for behaviors from a "Good" or "Great" response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.	
<u><b>Good Answers Checklist</b></u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ability to meet customer demands and provide quality service to customers in a timely manner; ability to step- up and fill-in when necessary</li> <li><input type="checkbox"/> Ability to take actions that resolve customer issues and builds relationships with customers to earn trust</li> <li><input type="checkbox"/> Is able to communicate with internal employees and provide leadership and direction that leads to increased customer service</li> <li><input type="checkbox"/> Tracks customer satisfaction and holds themselves and others accountable for meeting needs</li> </ul>	<u><b>Great Answers Checklist</b></u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Strong ability to recognize issues, ask questions and align actions quickly to meet the demands of their customers, improves the customer experience and produces quality outcomes</li> <li><input type="checkbox"/> Takes accountability when there are gaps by earning the trust of varying customers and solving their issues and driving future business</li> <li><input type="checkbox"/> Communicates with employees in a way that builds trust and is authentic; drives results through others by putting an emphasis on customer focus</li> <li><input type="checkbox"/> Increases customer focus amongst team by increasing positive attitude and recognition; demonstrates to team that the customer is the highest priority; puts a strong emphasis on metrics and end results</li> </ul>
<input type="checkbox"/> <b>None of the above behaviors are identified</b>	

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

### Drive For Results

**Look For:**

- **Drive for Results** (e.g., focuses intensely on driving productivity and delivering profitable revenue growth and bottom line results; handles problems with minimal guidance)
- **Sense of Urgency/Action-Oriented** (e.g., takes responsibility for ensuring that the right actions are taken; conveys a sense of urgency to meet commitments; is action oriented and full of energy when addressing challenges)
- **Time Management** (e.g. makes effective and efficient use of time in carrying out responsibilities and day-to-day actions; differentiates between urgent, unimportant, and trivial actions in establishing priorities)

**Question Directions:** Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.

1. Describe a time when you set realistic plans to quickly and effectively meet goals on the job.

- What was the situation?
- What did you do?
- How did your plans help you reach your goal(s)?
- What was the result?

2. Describe a situation you have been in where you really had to organize your time.

- What was the situation?
- How did you prioritize your time and tasks?
- What was the result?

**Behavioral Checklist Directions:** Use the below checklist as a guide for behaviors from a “Good” or “Great” response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.

**Good Answers Checklist**

- Gives examples of how they set plans in the workplace to help them meet their goals
- Sets realistic plans they can easily follow to help them stay on track and produce results on time
- Gives examples that demonstrate how their time management skills allow them to stay on track with their workplace tasks
- Provides examples that show their ability to understand how to best prioritize tasks and to-dos so that all deliverables are met on time and on budget

**Great Answers Checklist**

- Creates plans and task lists that allow them to meet all tasks on time and strives to finish work ahead of time
- Provides specific examples of detailed plans they have put in place for themselves and their department to ensure all deliverables are met
- Gives clear examples that highlight time management as a strong skillset that allows them to easily take on multiple tasks and meet deadlines
- Helps others to best organize their time in order to ensure that all goals and deadlines are met for their team and/or department

**None of the above behaviors are identified**

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

### Communication Skills

**Look For:**

- **Communication Expertise** (e.g., supports business strategy by effectively delivering messages through written communication, presentations, and discussions in a manner that promotes understanding and commitment; communicates effectively to both individuals and group; communicates effectively with individuals from diverse backgrounds and perspectives)
- **Listening** (e.g., hears the speaker's words, understands the message and its importance to the speaker, and communicates that understanding to the speaker; takes time to understand what others are communicating to them; interprets nonverbal messages accurately and effectively)

**Question Directions:** Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.

1. Describe a time when you were able to effectively communicate difficult or unpleasant news to a coworker.
  - What was the situation?
  - What made your communication so effective?
  - What was the result?
2. Give me an example of a situation when you had to explain a procedure or technical process to someone who was unfamiliar with the subject or did not know what to do.
  - How did you help them understand?
  - How was the information communicated?
  - How did you know they fully understood what you were explaining?
  - What kind of feedback did you receive?

**Behavioral Checklist Directions:** Use the below checklist as a guide for behaviors from a "Good" or "Great" response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.

**Good Answers Checklist**

**Great Answers Checklist**

- Effectively able to deliver difficult or unpleasant news in a professional manner
- Works to maintain positivity when delivering difficult information to coworkers
- Gives examples that demonstrate their ability to speak to technical information in layman's terms to ensure understanding in others
- Asks for feedback from others when explaining technical and/or complex processes to ensure the other person understands the information clearly

- Strong ability to deliver unpleasant or difficult information to others in a way that does not harm relationships or hurt others' feelings
- Provides examples that highlight strong communication skills with their ability to communicate effectively in challenging situations
- Easily able to break down complex technical information into easy processes or steps to ensure complete understanding in others
- Takes the time to truly listen and gather feedback during and after their explanation to ensure the other party fully understands the technical process

**None of the above behaviors are identified**

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

### Interview Scoring Summary

**Ratings Directions:** Please circle or check the number in the appropriate box based on the applicant's answers in comparison to the checklist provided under each competency. (e.g. If the applicant had mainly "Great Answers" for a specific competency you would give them a 4 or 5 for that competency). Once completed you can compute the overall score.

Once **Interviewer A** has completed their interviewer guide, **Interviewer B** asks all questions from Interview Guide #2 and a final hiring recommendation is made.

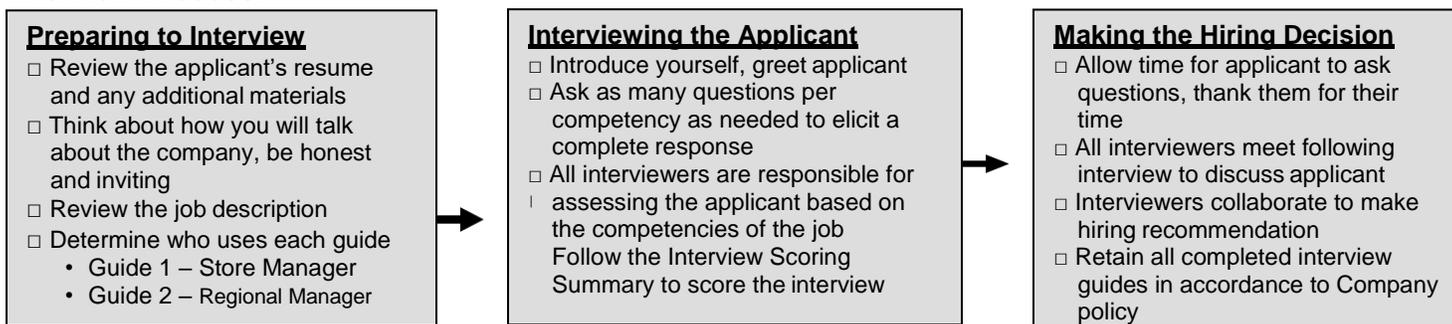
*All applicants must be assessed on their individual merit, without regard to race, color, religion, gender, gender identity, age, national origin, disability, citizenship status, sexual orientation, veteran status, marital status, ancestry, pregnancy, ethnicity, or any other legally protected status in accordance with the requirements of federal, state and local law.*

	1 Expectations Not Met	2 Some Expectations Met	3 Expectations Met	4 Expectations Exceeded	5 Expectations Far Exceeded
<b>Work History</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<b>Customer Focus</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<b>Drive for Results</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<b>Overall</b>	/out of 20				

Applicant Name:	Date:	Location:
Interviewer A Name:	Interviewer B Name:	
<input type="checkbox"/> Candidate Show <input type="checkbox"/> Candidate No-Show		

## 4 Wheel Parts Store Manager - Interview Guide

### Interview Process:



#### **Preparing to Interview**

- Review the applicant's resume and any additional materials
- Think about how you will talk about the company, be honest and inviting
- Review the job description
- Determine who uses each guide
  - Guide 1 – Store Manager
  - Guide 2 – Regional Manager

#### **Interviewing the Applicant**

- Introduce yourself, greet applicant
  - Ask as many questions per competency as needed to elicit a complete response
  - All interviewers are responsible for assessing the applicant based on the competencies of the job
- Follow the Interview Scoring Summary to score the interview

#### **Making the Hiring Decision**

- Allow time for applicant to ask questions, thank them for their time
- All interviewers meet following interview to discuss applicant
- Interviewers collaborate to make hiring recommendation
- Retain all completed interview guides in accordance to Company policy

### Interviewing Guidelines:

Interviewers will conduct two separate interviews with each interviewee using separate interview guides during the process described above. In general, each interviewer should allow for 25-40 minutes when conducting an interview. Each interviewer is responsible for asking each question, listening intently to responses and marking the appropriate checkboxes that apply. Because the interview guides are comprised of core competencies critical to success on the job, it is important that you ask applicants majority questions contained herein.

Both interviewers should meet at the end of the interview process to discuss the interviews and complete the scoring form before routing back to the recruiter. All hiring recommendations must be appropriately documented and supported by detailed notes within the interview guides. **Note:** *NO job offers will be made without interview guides and the scoring form being fully completed and submitted to the appropriate recruiter.*

### Interviewing Tips:

- ✓ Set up the physical environment where the interviews will be conducted to create a welcoming atmosphere:
  - Keep the physical environment welcoming and accessible
  - Sit at an angle from the applicant, not across from them
  - Take notes discreetly so that the applicant cannot read what you write down, be sure to write carefully and legibly
  - Take only job-relevant notes
- ✓ Use the provided probing questions to dig into an applicant's answers, asking clarifying questions as necessary.
- ✓ Balance the applicant's personality and presence with their experience. A history of frequent job changes, little evidence of dependability or a low level of experience are all red flags.
- ✓ Take your time during the interview and don't be in a hurry. Give applicants time to tell you about himself/herself.
- ✓ Compare all applicants to the standard of what is required on the job rather than to each other.
- ✓ **Don't ask about an applicant's:**
  - Race or Color
  - Religion
  - Gender identity
  - Sexual Orientation
  - Age
  - Ethnicity
  - Veteran Status
  - National Origin or Ancestry
  - Disability or Medical History
  - Family Medical History
  - Citizenship status
  - Pregnancy
  - Marital or Family Status, including pregnancy or child care arrangements
  - Arrest
  - Social and Economic Status
  - Do you have any disabilities?
  - How does your disability affect your performance?
  - What is your credit history?
  - Have you ever declared bankruptcy?
  - Are you the primary wage earner for your family?
  - Was your military discharge honorable?
  - What is your medical history?
  - Not all illegal questions listed. As this is a guide!

*All applicants must be assessed on their individual merit, without regard to race, color, religion, gender, gender identity, age, national origin, disability, citizenship status, sexual orientation, veteran status, marital status, ancestry, pregnancy, ethnicity, genetic information, or any other legally protected status in accordance with the requirements of federal, state and local law. In accordance with the Ban the Box law that many cities and states have adopted, do not ask about an applicant's previous criminal convictions during the interview process.*

**Interviewer B:**

**Say:** Hello, I'm \_\_\_\_\_ and my role at 4WP is \_\_\_\_\_. I'm glad we have the chance to talk about potential employment with our Company. We'll have some time for questions at the end of the interview, but do you have any now? If not, let's begin. **How familiar are you with 4 Wheel Parts and our products?**

**Leadership / People Orientation**

**Look For:**

- **Leadership** (e.g., experience, values)
- **Integrity** (e.g., specific examples, alignment with Sears Auto Center values)
- **Building Teams** (e.g., experience building team culture, focus on associates/direct reports)
- **Delegation** (e.g., experience working through others, follow-up, managing complexity)

**Question Directions:** Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.

1. Recall a time when you had to gain the commitment of a team for a new program or initiative.
  - How did the team respond?
  - What was the result?
  - What, if anything, would you do differently?
  - What were the pros and cons of your approach?
2. Describe a time when you had to give feedback to someone who had shown a pattern of underperformance.
  - What data/information led you to that conclusion? What had you specifically observed? How long had the problem existed?
  - What specifically did you do?
  - What was the most challenging aspect of this situation?
  - What was the person's reaction?

**Behavioral Checklist Directions:** Use the below checklist as a guide for behaviors from a "Good" or "Great" response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.

**Good Answers Checklist**

- Resume/work history shows pattern of increasing responsibility and accomplishment in each position with a history of promotion and attaining goals
- Has experience or interest in working in retail; willingness to learn more about the dynamics of retail
- Is able to provide strengths and weakness and shows ability to be introspective and reflective about previous work experience
- Has comparable skills necessary for success in this role

**Great Answers Checklist**

- Resume/work history shows aggressive career path with progressive increases in job responsibilities, accountability and scope
- Demonstrates thorough knowledge and interest in retail; demonstrates a high level of relevant experience in the retail industry specifically in multiple levels of management
- Provides examples of multiple strengths and weaknesses, embracing feedback from managers; is able to turn weakness into strengths, strongly exhibiting authentic behavior
- Speaks above and beyond and gives examples of how their past work experience and passion for the industry makes them a key candidate

**None of the above behaviors are identified**

**Process Thinking**

**Look For:**

- **Dependability** (e.g., history of increasing responsibility, experience working through complex issues)
- **Follow-Up** (e.g., compliance, detail-orientation, delegation skills)
- **Planning and Organizing** (e.g., ability to coordinate employees and work projects efficiently, setting realistic goals)

**Question Directions:** Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.

1. Tell me about a time when a new process rolled out that was difficult to implement?
  - What was the new process? Did it involve new technology?
  - What steps did you take to improve the execution?
  - What was the result?
2. Tell me about a time when following up with a colleague or team was critical to the success of an initiative.
  - What was the outcome?
  - How was your follow-up perceived by the team?
  - What about a time when you failed to follow up, but should have?

**Behavioral Checklist Directions:** Use the below checklist as a guide for behaviors from a “Good” or “Great” response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.

<u>Good Answers Checklist</u>	<u>Great Answers Checklist</u>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ability to meet customer demands and provide quality service to customers in a timely manner; ability to step- up and fill-in when necessary</li> <li><input type="checkbox"/> Ability to take actions that resolve customer issues and builds relationships with customers to earn trust</li> <li><input type="checkbox"/> Is able to communicate with internal employees and provide leadership and direction that leads to increased customer service</li> <li><input type="checkbox"/> Tracks customer satisfaction and holds themselves and others accountable for meeting needs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strong ability to recognize issues, ask questions and align actions quickly to meet the demands of their customers, improves the customer experience and produces quality outcomes</li> <li><input type="checkbox"/> Takes accountability when there are gaps by earning the trust of varying customers and solving their issues and driving future business</li> <li><input type="checkbox"/> Communicates with employees in a way that builds trust and is authentic; drives results through others by putting an emphasis on customer focus</li> <li><input type="checkbox"/> Increases customer focus amongst team by increasing positive attitude and recognition; demonstrates to team that the customer is the highest priority; puts a strong emphasis on metrics and end results</li> </ul>
<input type="checkbox"/> <b>None of the above behaviors are identified</b>	

**Effective Decision Making**

- Look For:**
- **Decision Making** (e.g., logical, able to see multiple perspectives, effectiveness)
  - **Problem Solving** (e.g., past experience, effectiveness)

**Question Directions:** Best if you ask both BUT at least ask one of the below questions to elicit a complete response from the applicant.

1. Give me an example of a situation in which you were faced with a difficult decision at work.
  - Why was it difficult?
  - What steps did you take to come to the decision?
  - How did you deal with any negative feedback?
  - Did you end up making the right decision? What, if anything, would you do differently?

2. Summarize a situation where you had to seek out relevant information, define key issues and determine the steps to take to get a desired result.
- What was the situation?
  - What information did you need to obtain and how did you obtain it?
  - What were the key issues taken into consideration?
  - What steps did you take to get to your desired result?  
What was the result of your actions?

**Behavioral Checklist Directions:** Use the below checklist as a guide for behaviors from a “Good” or “Great” response and check off the ones you feel the applicant exhibits during the interview. Then use these to guide your overall rating for this competency on the last page.

**Good Answers Checklist**

- Able to provide examples of successful decisions that impacted their people or business positively
- Demonstrates the ability to explain decisions and the steps to reach them
- Able to develop strategy and come up with effective ways to solve problems
- Does not seem to let problems sit or go unresolved, seeks and comes up with reasonable solutions

**Great Answers Checklist**

- Demonstrates a strong history of difficult but successful decision making that has impacted the bottom line results of the business
- Clearly articulates their process for making decisions—especially difficult ones; applicant is comfortable in ambiguous situations
- Shows an aptitude for problem solving and effective decision making; seeks new ways to solve old problems
- Proactively problem solves, uses appropriate resources and thinks outside of the box to develop innovative ideas that are useful and make a difference for the business

None of the above behaviors are identified

**Interview Scoring Summary**

**Ratings Directions:** Please circle or check the number in the appropriate box based on the applicant’s answers in comparison to the checklist provided under each competency. (e.g. If the applicant had mainly “Great Answers” for a specific competency you would give them a 4 or 5 for that competency). Once completed you can compute the overall score.

Use the ratings scales on this form, the information obtained about the applicant’s work history and all other sections of this guide, feedback from both interviewers, and the applicant’s pre-hire assessment results to make a hiring decision. No scoring needs to occur if the Interview did not proceed to the Interviewer B section.

*All applicants must be assessed on their individual merit, without regard to race, color, religion, gender, gender identity, age, national origin, disability, citizenship status, sexual orientation, veteran status, marital status, ancestry, pregnancy, ethnicity, or any other legally protected status in accordance with the requirements of federal, state and local law.*

	1 Expectations Not Met	2 Some Expectations Met	3 Expectations Met	4 Expectations Exceeded	5 Expectations Far Exceeded
Leadership/People Orientation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Process Thinking	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Effective Decision Making	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Overall

/out of 20

<b>Hiring Recommendation</b>	<input type="checkbox"/> Do Not Recommend	<input type="checkbox"/> Recommend	<input type="checkbox"/> Highly Recommend
------------------------------	---	------------------------------------	---