

Individual Contributor Level Interview Guide

Position Title: _____

Date: _____

Candidate Name: _____

Interviewer: _____

- Select 3-5 competencies from the list below that are most critical for success to the open role
- For panel interviews, select 1-2 competencies per interviewer
- Use the Definitions and Key Actions (under each competency) as a reference to assign Rating Values.
- Select the Rating Value that best reflects the level of competency on your list

	RATING VALUE	DEFINITION
1	Significant Gap	No good examples provided suggesting a lack of competency for what is required to perform the role
2	Below Requirements	The example(s) provided showed insufficient competency for what is required to perform the role
3	Meets Requirements	The example(s) provided demonstrated the needed competency for what is required to perform the role
4	Exceeds Requirements	The example(s) provided demonstrated exceptional competency for what is required to perform the role
5	Far Exceeds Requirements	The example(s) demonstrated the competency at an expert level, perhaps even for a larger scope and/or complexity than what is required to perform the role

CHOOSE 3 - 5 COMPETENCIES CRITICAL FOR THE ROLE, AND THEN PROCEED WITH INTERVIEW QUESTIONS

<h3 style="margin: 0;">1. GETS RESULTS</h3> <p style="margin: 5px 0 0 40px;"> ■ Targets opportunities ■ Establishes stretch goals ■ Achieves goals ■ Stays focused ■ Agility ■ Customer centricity ■ Prioritization ■ Communication </p>				
<p>Give me an example of a time when a project or task you were working on was delayed compared to the initially established timeline. How did you manage updating stakeholders and getting the work back on track?</p>				
1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
<h3 style="margin: 0;">2. FOCUS ON SERVICE & QUALITY</h3> <p style="margin: 5px 0 0 40px;"> ■ Customer centricity ■ Active listening/observation ■ Communication ■ Seeks feedback ■ Influence/Persuasiveness ■ Evaluates success </p>				
<p>Give me an example of a particularly challenging internal customer you have worked with. How did you ensure your work was meeting their needs and expectations?</p>				
1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>

3. INNOVATES & IMPROVES

- Driven ■ Self-motivated ■ Identifies issues, problems and opportunities (Problem Solving)
- Active listening/observation ■ Creative

Give me an example of a process or an established practice that you took the initiative to simplify or improve.

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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4. COMMUNICATES EFFECTIVELY

- Gathers information ■ Interprets information ■ Active listening/observation ■ Communication ■ Seeks feedback
- Influence/Persuasiveness ■ Evaluates success

Give me an example of a time when you were asked to complete a project or task, but felt unsure about the requirements and expectations of the final product. What did you do to get more clarity from your stakeholders?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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5. COLLABORATION & TEAMWORK

- Active listening/observation ■ Identifies issues, problems and opportunities ■ Displays solution orientation ■ Driven
- Influence/Persuasiveness ■ Teamwork ■ Relationship building ■ Communication

Give me an example of a time when you took ownership of a task that was not specifically assigned to you. However, you recognized it as important for the overall team performance or customer needs.

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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6. DEVELOPS SELF & TEAM

- Teamwork ■ Relationship building ■ Customer centricity ■ Active listening/observation ■ Communication

Give me an example of a time when you helped onboard a new team member and made sure that they have the information and resources they might need.

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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7. ORGANIZATION & TIME MANAGEMENT

- Prioritizes
- Determines tasks and resources
- Schedules
- Stays focused

What have you found helpful to stay organized on multiple priorities and timelines, especially in a fast-paced environment?

1 Significant Gap

2 Below Requirements

3 Meets Requirements

4 Exceeds Requirements

5 Far Exceeds Rqmts

8. PROBLEM SOLVING

- Identifies issues, problems and opportunities
- Gathers & Interprets information
- Generates alternatives
- Chooses appropriate action
- Commits to action
- Involves others

Give me an example of a time when you felt the successful completion of a project was at risk. What did you do to identify the root cause and help solve for it?

(Alternate or additional question)

Give me an example of a time when standard tools and resources used within your department were not enough to effectively meet a business need. How did you go about providing a new solution?

1 Significant Gap

2 Below Requirements

3 Meets Requirements

4 Exceeds Requirements

5 Far Exceeds Rqmts

9. ANALYTICAL SKILLS

- Gathers information
- Interprets information
- Values accuracy
- Validates results
- Connects results to business needs/objectives

Give me an example of a time when taking a closer look at a data set or analyzing data from a different angle provided a new insight into a business challenge or pattern.

(Alternate or additional question)

Give me an example of a time when you used data to tell the story of what was happening in your team or department.

1 Significant Gap

2 Below Requirements

3 Meets Requirements

4 Exceeds Requirements

5 Far Exceeds Rqmts

10. INITIATIVE

- Active listening/observation
- Identifies issues, problems and opportunities
- Displays solution orientation
- Driven
- Creative
- Influence/Persuasiveness

Give me an example of a time you noticed an opportunity to create value for internal or external customers, and you took ownership to follow through with actions to make it happen.

(Alternate or additional question)

Give me an example of when you went above and beyond with a task you were assigned. What was the outcome?

1 Significant Gap	2 Below Requirements	3 Meets Requirements	4 Exceeds Requirements	5 Far Exceeds Rqmts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. ATTENTION TO DETAIL

- Values accuracy
- Methodical approaches
- Validates results
- Documents learnings for future analytics

What have you found helpful when it comes to ensuring 100% accuracy for critical details, such as patient prescriptions, documentation details or inputs used for analysis?

1 Significant Gap	2 Below Requirements	3 Meets Requirements	4 Exceeds Requirements	5 Far Exceeds Rqmts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. WORK AUTONOMOUSLY

- Displays solution orientation
- Driven
- Self-motivation
- Confidence
- Identifies issues, problems and opportunities

What level of detail or direction do you find most helpful before you start working on a task or a project assigned?
What do you do when you run into a barrier or challenge?

1 Significant Gap	2 Below Requirements	3 Meets Requirements	4 Exceeds Requirements	5 Far Exceeds Rqmts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TRANSFER RATINGS FOR THE 3-5 COMPETENCIES SELECTED AS CRITICAL FOR THE ROLE	
COMPETENCIES*	RATING
1. Gets Results	
2. Focus on Service & Quality	
3. Innovates & Improves	
4. Communicates effectively	
5. Collaboration & Teamwork	
6. Develops Self & Team	
7. Organization & Time Management	
8. Problem Solving	
9. Analytical Skills	
10. Initiative	
11. Attention to Detail	
12. Work Autonomously	
TOTAL	

Additional comments/feedback on Knowledge, Skill, Ability and Organizational Fit
HIRING RECOMMENDATION
<input type="checkbox"/> Strongly Recommend <input type="checkbox"/> Recommend <input type="checkbox"/> Do Not Recommend