Fact or Fiction
SEPARATING REALITY FROM MYTH IN NEW EMPLOYEE SELECTION

Pre-Hire Process
- An effective pre-applicant process is both high tech and high touch
  - High Tech - Using applicant management systems e.g., your company website to quickly respond to a candidate.
  - High Touch - Pre-hire process needs to begin the relationship building process with a candidate.

Assessment Technology
- Computer based screening and testing
- Must be job related and validated to avoid discrimination complaints
- Is a supplement to an interview but should NEVER take the place of an in-person interview

Interviewing and Selection
- Pre-Hire Selection and Interviewing
- Job Offers (Deal Makers and Deal Breakers)
- Compensation

Interviews
Assess your application & its process
- Don't lose a candidate due to a cumbersome process
- Remember, candidates usually have 3-4 options & will most likely choose the easiest and most accessible

Purpose of Interviewing
- Choosing the best candidate for the vacant position, within the guidelines of employment law - one who is qualified, competent and will "fit" the organization and its' operating needs.
Concept of “FIT”

- “FIT” is the concept of a given timeframe, realizing that people change, organizations change, departments change, coworkers change, and supervisors/managers change.

Competencies

- Definition — Applied skills, knowledge, abilities and behaviors of an organization’s workers that contribute to its success.

- Importance — Competencies personalize the job to the worker, rather than force fitting a match, therefore, leading to a high performance culture.

Behavioral or Competency Based Interviews

- Competency Based Selection assesses both technical skills, knowledge and abilities, in addition to workplace behaviors. Workplace behaviors should always be factored heavily into a selection decision.

“Setting the Stage”

Prepare for the interview by:
- Understanding the job and job description
- Understanding the interpersonal dynamic of the supervisor and coworkers
- Reviewing the application/resume
- Tip: Always require a filled out application, in addition to resume
- Develop a list of competency based questions

Pre-Screening

- Can be done by telephone
- May include skills validation e.g. computer based testing
- Should be utilized to confirm details e.g. salaries, information on resume or application
- Should be done at a minimum before referral to a hiring department

Interviews

- “Warming Up”
- “Applicant Talking”
- “Questioning/Fact Finding”
- “Providing Information”
- “Winding Down”
Interview Resources

- Interview Rating Form
- Interview Information Sheet

Interviews

“Warming Up”
- Professional Introduction
- Establish Rapport
- Avoid sitting behind a desk
- Describe interview process
- Unobtrusively take notes
- Encourage the applicant to ask questions during the interview

“Applicant Talking”
- Ask for a synopsis of professional experience
- Ask about education
- Let the applicant “read” the conversation
- Ask the applicant to confirm details on resume and/or application

Interviews

“Questioning/Fact Finding”
- Each candidate should be asked the same questions
- Ask open ended questions
- Do not argue or correct the applicant if you disagree with a response
- Ask for clarification e.g. “Help me understand....”

Interview Resources

Suggested Questions Include:
- Please define “customer service”.
- What tools would you like to have available to you and your fellow employees in your last job, to provide better customer service?
- How would you encourage others to increase their customer service levels?
- What did you do in your last job to contribute to a customer service environment?
Interviews

"Providing Information"
- Encourage the applicant to ask questions
- Provide the applicant with all pertinent information about the job and organization
- Review the job description and performance standards with the applicants
- Give information about compensation and benefits

"Winding Down"
- Give the applicant a chance to summarize interest in and qualifications for the open position
- Communicate next steps including timeframe for selection
- End on a positive note thereby presenting a favorable impression of your organization

Peer Interviewing

- Can be used for both internal and external candidates
- Usually done in a panel
- Benefits
  - Staff input into selection of co-workers
  - Improves the success of right "FIT" in areas where peer relationships contribute to retention problems

Documentation

- Keep notes on all candidates
- Assure that managers keep notes
- Maintain interview records separate from HR Records files
- Documentation on selection process by position and/or person should be maintained for 7 years in the event of employment litigation (EEO, etc.)

Making An Offer

"Excellent interview, you're hired!"

Job Offers:
Deal Makers and Deal Breakers

- Deal Makers
  - Attention
  - Options
  - Excitement
  - Speed
  - Knowledge
  - Spouses/significant others
Job Offers: Deal Makers and Deal Breakers

Deal Breakers
- Time
- Pressure
- Over-confidence
- Politics
- Not having your act together
- Hanging your hopes on the "golden child"

Job Offers

All job offers are made contingent upon successful completion of:
- background/reference checks,
- health & drug screening (if applicable),
- license verification (if done post offer)
- verification of information on employment materials.

Job Offers

Always remember to communicate the outcome of the selection process to other candidates who interviewed for the job either via telephone, email or a letter. This is common courtesy and maintains candidate goodwill keeping the "door open" for individuals to remain as prospective candidates for other positions.

Background & Reference Checks

- Federal Fair Credit Reporting Act, 1997 (FFCRA) governs "Consumer Investigative Reports"
- Disclosure and Authorization must be signed by applicant
- Applicant may request of copy of report provided to employer
- Report must be provided in the case of "adverse action"

The Joint Commission

- Now unannounced – assure all employee records are up to date
- Recruitment process subject to review to assure competency assessment
- License/Certification validation to be done by primary source verification
- Staffing effectiveness correlates measured staffing levels to an outcome measure
- Document review includes HR file verification that education, license/certification required by Job Description is documented in file

Questions?
Thank you!

Curtis Brooks, BSN, CHC, CHOA
Employment Coordinator
Monroe Memorial Hospital
Indianapolis, IN
Opening questions:

Why did you choose to interview with this organization?

Why did you choose this career path?

Resume/Application related questions:

Tell me about a typical day on your last job?

What have you enjoyed most about your current position?

What did you enjoy least about your position? Why?

What two or three accomplishments in your last job gave you the most satisfaction?

What do you think past employers would say about you?

What disappointments did you have in your previous position?

In what areas did you need help or guidance from your boss?

What compliments have your received from your current employer? What type of constructive criticism have you received?

What were your original career goals? How have they changed over the years?

Performance skills questions:

Tell me about a specific experience you have had in which it was necessary for you to react quickly because of a change in a physical environment?

Select an experience from your past, which illustrates your ability to be watchful and alter when monitoring displays, instruments or processes. Tell me in detail what happened.

Give me an example of a time when you had to be assertive in giving directions to others?

Describe a situation where you had to handle an angry/upset patient/customer. What did you do?

Describe a situation in which you had to take immediate action in a crisis involving human life or severe operational consequences?

Many situations at work will require fast thinking and speed in making decisions. Give me an example of a situation in which you were especially skillful in making a decision quickly.
Give me an example of when things didn’t go as planned. How did you handle that?

What was the most difficult policy or procedure you had to explain to someone?

How do you prioritize your day?

Give me an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work?

Tell me about a time when your work was caught up and it was not busy, what do you do?

What do you do if you find an error that you or a co-worker made?

What do you do if you find a physician order that is in-correct?

Do you prefer to work with a team or independently?

**Summary questions:**

In what way has your education or training prepared you for this job?

What attributes do you think you have to offer this company/department?

What do you want from your next job that you are not getting from your present job?

Give me some examples of things that are important to you in your current job and why?

Tell me some examples of things you would like to avoid in a job and why?

What brings you joy at work?

Can you perform the essential daily functions of the job? (Give job description for applicant to review)

Why should we select you over other applicants that we are interviewing?
**MANATEE MEMORIAL HOSPITAL**

**INTERVIEW RATING FORM**

| CANDIDATE: | DATE: |
| POSITION: | INTERVIEWER: |

<table>
<thead>
<tr>
<th>SUCCESS FACTORS</th>
<th>RATING: 1 LOW - 5 HIGH</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MISSION/ORGANIZATIONAL FIT</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(How well does the applicant display/fit the mission and values of LWRMC?)</td>
<td></td>
</tr>
<tr>
<td>2. UNDERSTANDING OF OPERATIONS ISSUES</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(How well does the applicant comprehend issues related to LWRMC operations?)</td>
<td></td>
</tr>
<tr>
<td>3. SERVICE EXCELLENCE SKILLS</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Ability to demonstrate SE personality, passion, engagement for position.)</td>
<td></td>
</tr>
<tr>
<td>4. MENTORING/DEVELOPMENT SKILLS</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Demonstrates the ability to educate, train and develop others.)</td>
<td></td>
</tr>
<tr>
<td>5. RELEVANT EXPERIENCE</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(How well does the applicant's past experience relate to the position to which he/she is applying?)</td>
<td></td>
</tr>
<tr>
<td>6. HUMAN RESOURCES SKILLS/ABILITIES</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Able to deal with employee challenges/issues in a win-win manner.)</td>
<td></td>
</tr>
<tr>
<td>7. BEHAVIORAL RESPONSE</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Ability to vocalize relevant behavioral responses with favorable outcomes.)</td>
<td></td>
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<tr>
<td>8. COACHING/COUNSELING SKILLS</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Ability to develop, mentor and educate subordinates.)</td>
<td></td>
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<tr>
<td>9. LEADERSHIP SKILLS</td>
<td>1 2 3 4 5 NA</td>
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<tr>
<td>(Demonstrates confidence and a &quot;take charge&quot;, positive, ability.)</td>
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<tr>
<td>10. ABILITY TO LEAD CHANGE</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Ability to guide others to an positive end result.)</td>
<td></td>
</tr>
<tr>
<td>11. STRATEGIC THINKING</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Projects organized formation of ideas.)</td>
<td></td>
</tr>
<tr>
<td>12. CREATIVITY</td>
<td>1 2 3 4 5 NA</td>
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<tr>
<td>(Ability to develop idea(s) into practice.)</td>
<td></td>
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<tr>
<td>13. MATRIX STRUCTURE COMPATIBILITY</td>
<td>1 2 3 4 5 NA</td>
</tr>
<tr>
<td>(Able to deal with multiple business in multiple settings.)</td>
<td></td>
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<tr>
<td>14. CQI/JCAHO PROJECT(S)/EXPERIENCE</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>(Able to give relevant healthcare related examples.)</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL POINTS**

Comments are requested for areas that exceed or fall short of our expectations.

**COMMENTS:**

__________________________________________________________________

__________________________________________________________________

**NOTE:** Please return form IMMEDIATELY following interview, to the Human Resources Department. Thank you.
### Interview Information Sheet

**Applicant's Name:** Last ___________________ First ___________________  

**Position:** ___________________  

**Department:** ___________________

<table>
<thead>
<tr>
<th>Interview Notes</th>
<th>Human Resources</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses:</td>
<td>Meets</td>
<td>Does Not Meet</td>
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<tr>
<td>Certifications:</td>
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<td></td>
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<td>ACLS: Current</td>
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<tr>
<td>BLS: Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education Level</td>
<td>Meets</td>
<td>Does Not Meet</td>
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<tr>
<td>Experience, (Yrs of):</td>
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<tr>
<td>Hospital years:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care Years:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills, Qualifications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Essential Functions:** Yes □ No □  
Can perform the Essential Functions of the Job □  
Scheduling discussed □  
Dress Code discussed □

**Desired Shift:** □ Days □ Nights  
FT □ PT □ POOL  
Pool - till FT/PT Opens □

**Interview Observations:** (Phone Spirit/Engaging)  
Is this person a "department' fit □ yes □ No IF NO Explain: □
(demonstrated statements or actions)

**Attire:**  
Positive Attitude:  
Friendly:  

**Past Salary History:** □

**Recommended Salary Shift diff:**  

**Relocation Amount:** □ $5000 Educational Reimbursement/Loan  
□ $1500 (in State) □ $2500 (Out of State)

Commitment discussed □  
One year □ Two Years □

**Interviewer:** ___________________  
Department: Signature ___________________

☐ HIRE FOR POSITION (complete section below)  ☐ DO NOT HIRE

---

**MUST BE COMPLETED BY DEPARTMENT IF APPLICANT IS TO BE HIRED**

**Position Code:** ___________________  
**Name of Employee To be Replaced:** ___________________

**Status:** □ FT □ PT □ Pool □ Seasonal □ Contract  
Shift (ie. 7p-7a) __________  
Hrs/Pay: __________

**Job Title:** ___________________  
**Department No.:** __________  
**Final Hourly Rate:** __________

Exempt □ Non-exempt □ Start Date: __________  
GO Date: __________  
Final SOB/Relo:$ __________

**Interviewer's Signature:** ___________________  
**Date:** __________
CRITERIA FOR SELECTION OF NEW EMPLOYEES
SERVICE EXCELLENCE

Please define “customer service”.

Who do you see as your customer?

Please provide an example of when you exceeded a customer’s expectation?

What tools would you like to have been available to you and your fellow employees, in your last job, to provide better customer service?

How would you encourage others to increase their customer service levels?

Give me your TOP (3) work qualities:

Describe one work quality/skill you need to improve:

Why should you be selected for this position?

Describe a time in which you felt it was necessary to modify or change your actions in order to respond to the needs of another person.

What did you do in your last job to contribute to a customer service environment?

Give me an example of a challenge you faced on any job you have had and tell me how you went about solving it.

Describe a situation in which you were able to positively influence the actions of others in a desired direction.