HealthcareSource
Staff Assessment℠

INTERVIEWER'S TOOLKIT
Nursing   **Version 5.6**

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Peer Interview Guide

The Panel Interview

To reduce rater bias and maximize the reliability of results, the interview team should ideally consist of between three and five individuals. Using at least three interviewers maximizes the reliability of the process and ensures a balanced perspective. Interviewers should be knowledgeable concerning the target position and bring different points of view to the interview process. Ideally, varying perspectives should reflect differences in age, gender, and race. Not only will this help protect against interviewer errors and bias, it will be seen as a fair and objective process by applicants.
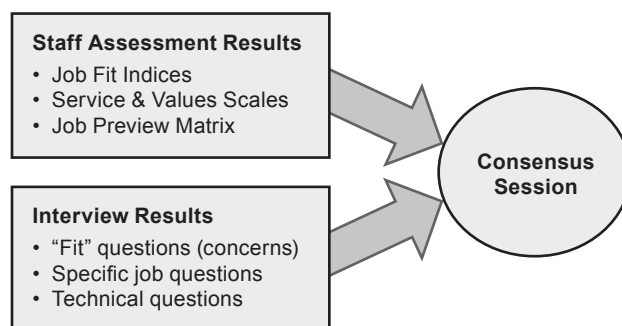
The use of multiple interviewers can be accomplished sequentially or in a panel setting. Sequential interviews occur when the applicant is literally "passed" from one interviewer to another throughout the day and then each interviewer provides their own judgments concerning the applicant. This approach has the advantage of allowing each interviewer to pursue their line of questioning. The disadvantages are:

- Lack of control over what each interviewer asks
- Lack of interview structure
- Difficulty associated with coordinating the content addressed by each interviewer

Panel interviews are the preferred method in most instances because they ensure consistency (i.e. structure) and allow the organization to better control the interview process. The only downside to panel interview is, they may be viewed as a bit overwhelming by the applicant. This concern can easily be addressed by establishing a neutral setting for the interview session (e.g. sitting around a conference table or using circular seating without a table between the interviewers and applicant).

Consensus Session

The purpose of the consensus session is to meet as a group and make final evaluations. These evaluations are accomplished by pooling and discussing observations made during the interviews. Agreement is reached on the strengths and weaknesses of the applicant, and a final judgment (i.e., Overall Recommendation) is made. Consensus differs from a simple summing-up of scores in that a general agreement for the final evaluation is reached through group discussions on the various Staff Assessment and interview information collected.

Staff Assessment Results
- Job Fit Indices
- Service & Values Scales
- Job Preview Matrix

Interview Results
- "Fit" questions (concerns)
- Specific job questions
- Technical questions

Consensus Session

Peer Interview Guide

Obviously, individuals involved in the consensus session must synthesize a great deal of information about the applicant. Ideally, each interviewer/evaluator comes to the consensus session with their individual ratings of applicants completed using the Applicant Summary Score Sheet. The task of the group is to systematically arrive at a consensus rating on each of the different areas as well as to agree on a final overall evaluation.

The major strength of a consensus session is that interviewers are forced to reconcile differences and to justify their evaluations using specific Staff Assessment and interview information rather than resorting to making decisions based on their "warm and fuzzy" feelings about the applicant. Thus, the key to an effective consensus session is the documentation (test scores and interview notes) that the interviewer brings to the meeting.

Ideally, the consensus session should be held after all of the applicants have been tested and interviewed. However, this should only occur if all of the prospective applicants are interviewed within a reasonable time period (one week, with a maximum of two weeks). Greater time periods will necessitate meetings following each applicant's interview. The last page of the Staff Assessment feedback report provides an Applicant Summary Score Sheet.

Staff Assessment Structured Selection Process - AN OVERVIEW

STEP 1. JOB FIT INDICES	STEP 2. JOB PREVIEW MATRIX	STEP 3. SERVICE AND VALUES SCALES	STEP 4. STRUCTURED INTERVIEW	STEP 5. SUMMARY EVALUATION
Check for "caution" scores on page 1.	Probe "reluctant" and/or "refusal" responses on page 2.	Use custom written questions to probe "low scores" in greater detail (when applicable) page 4.	Use this guide to conduct a structured, behavioral-based interview.	Use this matrix to compile the information for your final decision (last page of report).

STRUCTURED INTERVIEW

The structured interview guide utilizes behavioral-based interview questions to assess previous job behaviors/performance. Research demonstrates past performance is an excellent predictor of future, on-the-job performance. Each question is likely to take five minutes. Give the applicant plenty of time to recall specific situations. Use the "probes" to clarify and pursue specific details.

Preparation (Before the Candidate Arrives)

- ☐ Coordinate time, place and roles with interviewers
- ☐ Prepare the interview room and prevent interruptions (e.g. phone calls)
- ☐ Review the candidate's resume/application
- ☐ Review the Staff Assessment Feedback Report & review the custom and structured questions

Opening the Interview Session

- ☐ Greet the candidate - try to put them at ease
- ☐ Introduce the interviewer(s) along with their position in the organization
- ☐ Explain the purpose of the interview
   - • To gather information to enable the organization to make a fair decision
   - • To help the candidate understand the organization and the position
- ☐ Inform the candidate you'll be taking notes

SAMPLE INTRODUCTORY OPENING

"I am going to ask you a number of questions. Some questions may ask you to tell about an actual experience you've had. Others may ask you about your education or some specific skill or knowledge. The purpose of the interview is to gather information and assist in making a fair decision. We also want to help you better understand our organization and this position. I'll be taking notes during our interview. Do you have any questions before we get started?"

Conducting the Body of the Interview

- ☐ Stick to the structured format provided
- ☐ Read the questions provided (do not paraphrase)
- ☐ Use probes to ensure complete understanding of the response
- ☐ Remember to take notes
- ☐ Provide the candidate with a realistic preview of the job requirements & your selection process

Following the Interview

- ☐ Review and complete notes
- ☐ Evaluate the candidate on factors and fit
- ☐ Reach consensus with other interviewers and make final decision

Structured Interview Guide - Nursing - Optional Guide

The following questions are targeted for Nursing related positions. Use this guide to conduct a structured interview.

QUESTION 1: [Customer Focus/Time Management]

One often has to balance focusing on providing patient care with getting your work done in a timely and efficient manner. How do you typically determine how much attention to give to patients?
- What do you do when you are short-staffed?
- Does that change your answer?

RED FLAGS:
- ☐ Displays animosity and frustration when discussing patients.
- ☐ Demonstrates little interest and experience in understanding patient needs.
- ☐ Applies one standard approach to fit all patients' needs.
- ☐ Does not exert themself to ensure customer is fully satisfied.

LISTEN FOR:
- ☐ Ability to provide a high level of customer service while effectively managing their workload.
- ☐ Has considerable interest or experience in assessing and addressing patient needs.
- ☐ Adapts approach or processes to fit a patient's needs.
- ☐ Takes specific steps to ensure high patient satisfaction.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

QUESTION 2: [Multi-Tasking/Stress Tolerance]

When you are working on several tasks at once, how do you keep track of the details of each task so that things don't get confused or "fall through the cracks"?
- What have you found to be the best way to keep things organized in this type of situation?
- What have you found to be the most difficult part of working on several things at once, and how have you handled this in the past?
- Give me some examples of how you have applied the approach(es) you just mentioned having used in the past.

RED FLAGS:
- ☐ Overwhelmed by workload and stressful situations.
- ☐ Puts personal interests ahead of patient care.
- ☐ Needs time to readjust priorities.
- ☐ Disregards stress as having any impact on thoughts, feelings or behaviors.

LISTEN FOR:
- ☐ Provides a high-level of care even with a heavy workload.
- ☐ Adapts effectively to changes in situations or circumstances.
- ☐ Uses an effective system to manage multiple tasks.
- ☐ Sees some stress as part of the job and has a method or approach for dealing with stress.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

Structured Interview Guide - Nursing - Optional Guide

QUESTION 3: [Attendance]

There are numerous reasons why people are late for work. In your view, what are some legitimate reasons people are late for work? What are some illegitimate reasons?

RED FLAGS:
- ☐ Major constraints or barriers preventing good attendance (e.g. transportation).
- ☐ Multiple perceived legitimate reasons for missing work.
- ☐ Tolerance for poor attendance.
- ☐ Having a "time clock" mentality for attendance and work.

LISTEN FOR:
- ☐ Strong belief in being reliable and intolerant of "poor excuses."
- ☐ History of above average attendance.
- ☐ Strong belief in "honest day's work for honest day's pay."
- ☐ View of being "present" (i.e. at work, ready to work).

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

QUESTION 4: [Self-Control/Stress Tolerance]

It is easy to get frustrated by numerous things at work. For example, customers can be very demanding, co-workers can get on your nerves, and the workload can be quite high. How do you"keep your cool" and not get frustrated when you encounter some of these challenging situations?

- What might you do to avoid or minimize these sorts of frustrations?
- Give me an example or two that illustrates your ability to cope with stressful situations.

RED FLAGS:
- ☐ Has difficulty articulating how their thoughts, feelings and behaviors are impacted by stress.
- ☐ Communicates tendency to lose temper or control of emotions when under pressure.
- ☐ Disregards stress as having any impact on thoughts, feelings, behaviors (i.e., I don't ever really let stress get to me).
- ☐ Suggests they feel stress but never let it show (i.e., bottle it up, internalize it, etc.).

LISTEN FOR:
- ☐ Demonstrates self-awareness around the effects of stress on thoughts, feelings and behaviors.
- ☐ Welcomes the idea of working in an environment that values balance between work and personal life, wellness, self-care, etc.
- ☐ Sees some stress as part of the job.
- ☐ Has a method or approach for dealing with stress.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

Structured Interview Guide - Nursing - Optional Guide

QUESTION 5: [Attention to Detail]

Suppose you are working on a task that requires great attention to detail and requires you to stay closely focused. However you keep experiencing interruptions from others. How would you handle the situation?
- Why would you take that approach?
- If that approach wasn't effective what else might you try?
- How would you expect those who have been interrupting you to react?

RED FLAGS:	LISTEN FOR:
☐ Inability to cite a specific example.	☐ Having a "system" or method for ensuring accuracy.
☐ Lacks focus and concern regarding attention to detail.	☐ Behavior is indicative of being well organized and orderly.
☐ "Stumbled upon the error" vs. systematically checking work.	☐ Ability to provide example(s) of catching errors or mistakes.
	☐ Enjoys working on the details of a project/task.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

QUESTION 6: [Flexibility/Adaptability]

Please describe the most difficult time you have ever had adapting to a new method or procedure.
- Why do you think you had difficulty adapting?
- What could you have done better?
- Did you receive help (instructions, training) in making the adjustment? Why or why not?
- What steps could have been taken by the organization to facilitate the change?

RED FLAGS:	LISTEN FOR:
☐ Is reluctant to accept change, particularly if it affects them personally.	☐ Is open to and accepting of change; respectful and supportive of company goals/changes.
☐ Has difficulty adapting to changing situations.	☐ Adapts effectively to changes in situations or circumstances.
☐ Needs time to readjust priorities.	☐ Can switch between priorities easily.
☐ Strictly adheres to a formal job schedule or description.	☐ Is not bound by rigid work schedules or job descriptions.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

Structured Interview Guide - Nursing - Optional Guide

QUESTION 7: [Situational Judgment]

One often has to make patient decisions where the correct course of action is not immediately obvious. How do you typically go about making decisions when the correct choice is not immediately apparent?
- Why do you do it that way?
- Give me an example or two that illustrates your decision-making process.
- If you had to do it over again, what would you do differently?

RED FLAGS:
- ☐ Low self-efficacy (i.e. lacks confidence in abilities).
- ☐ First option is typically to ask others.
- ☐ Examples illustrate high reliance on others.
- ☐ Trusts others' opinions more than own.

LISTEN FOR:
- ☐ Uses sound judgment in discerning when to seek input from others.
- ☐ Confidence in knowledge/skills to handle most situations.
- ☐ Provides specific examples of self-reliance.
- ☐ Willing to "tackle" most situations.

SITUATION	ACTION	OUTCOME

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

Technical Questions - Nursing

Use this section to write-in technical questions which evaluate the applicant's KSA's (**K**nowledge, **S**kills and **A**bilities) relating to the specific job description.

USER-DEFINED QUESTION 1:

NOTES:

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

USER-DEFINED QUESTION 2:

NOTES:

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

USER-DEFINED QUESTION 3:

NOTES:

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

USER-DEFINED QUESTION 4:

NOTES:

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
☐ 1 POINT	☐ 2 POINTS	☐ 3 POINTS	☐ 4 POINTS	☐ 5 POINTS

TIPS FOR CLOSING THE INTERVIEW SESSION:

- Start by determining the applicant's interest in further discussion and consideration (don't assume continued interest).
- Clearly communicate the remaining steps in the selection process (e.g., reference check, subsequent interviews, decision timeline, who will contact him/her and in what time period).
- Generally speaking, it is not a good idea to make any specific promises of employment at this time.
- End the session on a positive note, stand and shake hands, and sincerely thank the applicant for his/her interest and cooperation.
- If the process takes longer than what was communicated, contact the applicant and inform him/her of the status.
- Always remember that the applicant is a guest at your organization and should be treated accordingly.

Example dialogue:

"Well Cheryl, that concludes the interview session. Our discussion has been very enlightening and I've appreciated your honesty and cooperation. We still have additional applicants who will be interviewed for the position, but we hope to complete those sessions and make a decision within two weeks. Are you still interested in pursuing employment with us? (Response) That's great, either I or someone from our Human Resources Department will call you at that time regarding our decision. Thank you for your interest in working at our organization."

INTERVIEWER'S TOOLKIT

The Toolkit has proven to be a valuable resource for new Hiring Managers and experienced Interviewers. The Toolkit includes:

- A Behavioral-Based Interviewer Training Module
- Hundreds of Behavioral-Based Interview Questions Including:
    - Questions for all Five Job Families (e.g., Administrative/Clerical, Patient Care, Entry-Level Service, etc.)
    - Questions for the Nine Service & Values Scales (e.g., Compassion, Customer Focus, Teamwork, etc.)
    - Additional Behavioral Questions (e.g., Gossip, Quality, Attention to Detail, Retention, etc.)
- Peer/Panel Interview Guides for all Five Job Families
- Staff Assessment Feedback Report Interpretation

ONLINE TRAINING: A tutorial on how to understand and interpret the Staff Assessment Feedback Report is available. This training assists those unfamiliar with the assessment (and those who desire a refresher) on how to best utilize the Staff Assessment.

Instructions to access these resources: hsa.healthcaresource.com
(Click on the "Staff Assessment Toolkit" link located below the Administrator Login area.)
User Name: client   Password: hire4fit   Note: The User Name and Password are case-sensitive.

Applicant Summary Score Sheet - Nursing - Optional Guide

Date/Time:_____

Applicant Name:_____ **Position:**_____

Interviewer Name(s):_____

Scoring Instructions	TECHNICAL & SCREENING FIT					
Use the five-point scale from the "Scoring Legend" (below) to rate this applicant in regard to their Experience, Education & Training and any other criteria that would apply to their Technical &Screening Fit. For example, if an applicant is a Nurse with a ten-year, successful track record and possesses the background and experience you desire, you may rate them as a "5" (Optimal) on "Experience."	**Experience** (From application, resume and interview)	1	2	3	4	5
	Education & Training (From application, resume and interview)	1	2	3	4	5
	Other: _____ (e.g. Professionalism. Use the same criteria for all applicants)	1	2	3	4	5
SCORING LEGEND: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal					**Average Score**	

Scoring Instructions	JOB FIT / SERVICE & VALUES					
Use the five-point scale from the "Scoring Legend" (below) to rate this applicant in regard to their Job Fit/Service & Values. Review each of the criteria (e.g. Job Performance, Retention, etc.) and use your judgment to provide a rating using the numeric score to the right that best represents the "fit" of this candidate for the position. For example, if an applicant scores an "8.5" on the Job Performance Index, you would likely rate them a "5" (Optimal) on the scale to the right. As you rate the Service & Values Scales, consider the scores in relation to the job requirements, culture and "fit" with the position. The objective is to combine this information to make a final rating.	**Job Performance**	1	2	3	4	5
	Retention	1	2	3	4	5
	Service Excellence	1	2	3	4	5
	Service & Values Scales	1	2	3	4	5
SCORING LEGEND: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal					**Average Score**	

Scoring Instructions	INTERVIEW RESULTS					
Calculate the **average score** for any Custom Questions you asked, then select the numeric score to the right that best represents that score (if Custom Questions were not generated, leave this section blank).	**Custom Interview Questions** **(If Applicable)**	1	2	3	4	5
Calculate the **average score** for the Structured Interview Questions you asked, then select the numeric score to the right that best represents that score.	**Structured Interview Questions**	1	2	3	4	5
Calculate the **average score** for the Technical Interview Questions you asked, then select the numeric score to the right that best represents that score.	**Technical Interview Questions**	1	2	3	4	5
SCORING LEGEND: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal					**Average Score**	

SCORING MATRIX INSTRUCTIONS:
Bring the **Score** for each of the three criteria (*Technical & Screening Fit, Job Fit/Service & Values, and Interview Results*) into the "Score" column. Total the three criteria to calculate the **Final Applicant Score**.

ASSIGNING WEIGHTS:
If you would like to weight one criteria more than another, write in the weight for each of the criteria in the appropriate column. Keep criteria weights simple (e.g. 1.0, 1.5, 2.0) and no criteria should receive more than a double (i.e. 2.0) weight.

NOTE: Be sure to consistently apply the same weight criteria for all applicants you are considering for this position.

SCORING MATRIX	Weight	Score	TOTAL
TECHNICAL & SCREENING FIT			
JOB FIT / SERVICE & VALUES			
INTERVIEW RESULTS			
FINAL APPLICANT SCORE			

Next Action: ❑ Make offer   ❑ Do not pursue further

❑ Consider but interview others   ❑ Refer this person to:_____