

NAME: Courtney Gilbert

DATE/TIME: 10/15/2016 08:10 PM

ELAPSED: 13m 15s

SURVEY VERSION: V

ORGANIZATION NAME: Pratt Regional Medical Center

SCORING FORMULA: Patient Care - External AC

STRUCTURED INTERVIEW: Patient Care

APPLICANT ID: 16769500

“CONFIDENCE-IN-RESULTS” SCALE

OK



CAUTION



This applicant responded to questions in a consistent manner. It appears they were paying attention and able to read the survey.

“INFLATED RESPONSE” SCALE

OK



CAUTION



This applicant responded to questions in a forthright, realistic manner.

JOB FIT INDICES - Patient Care

When scores are in the 1-2 range the applicant should be pursued with a considerable degree of caution (providing the index is job relevant).

LOW

AVERAGE

HIGH

1

2

3

4

5

6

7

8

9

10

JOB PERFORMANCE INDEX

The higher an individual scores on this index, the more likely they are to be rated as a “top performer” within this Job Family.

RETENTION INDEX

The higher an individual scores on this index, the more likely they are to be committed to the organization, and less likely than their coworkers to leave the organization.

SERVICE EXCELLENCE INDEX

The higher an individual scores on this index, the more likely they are to be rated as a “top service provider” within this Job Family.



This report is confidential and should never be shown to the applicant.

SERVICE & VALUES SCALES

The following scales and service attributes have been identified as important factors contributing to successful job performance. Scores in the "low" range (score 1-2.5) indicate a POTENTIAL problem area. Custom-written interview questions are provided to determine if the applicant's "fit" is in alignment with job and organizational requirements.

Patient Care Norms	LOW SCORES	LOW		AVERAGE						HIGH		HIGH SCORES
		1	2	3	4	5	6	7	8	9	10	
Work Ethic/Attendance Conscientious, hard working and dependable.	Lacks ambition requires direction, poor attendance.											Self motivated, believes in hard work and good attendance.
Energy Maintains a high level of activity.	Slow work pace, minimal work effort.											Helps others and seeks additional work.
Teamwork Works closely with others and reinforces the contributions of others.	Avoids team settings. Frequent conflicts with others.											Team oriented. Works with others to achieve goals.
Customer Focus Warm friendly demeanor. Enjoys personal contact with customers.	Ignores or avoids request for service. Sees customers as an imposition.											Responds to needs of others. Satisfies patients and families.
Compassion Genuine desire to help and assist others.	Cold and distant. Impatient.											Genuine concern for patients. Sympathetic and patient.
Flexibility/Adaptability Ability to adjust to changes in priorities, demands and procedures.	Resists change. Complains when asked to adjust priorities.											Quickly adjusts to change. Flexible to changes in priorities and demands.
Multi-Tasking Ability to manage multiple tasks simultaneously.	Frustrated by multiple demands. Focuses on one thing at a time.											Easily manage multiple demands and activities.
Valuing Diversity Accepts and embraces differences among people.	Intolerant/critical of others. Has difficulty with others that are “different.”											Relates well with others different from self (varied race, gender, age, etc).
Openness to Learning Willingness to update and improve job related skills and knowledge.	Avoids training opportunities. Resists new methods.											Embraces training. Updates skills on own.

JOB PREVIEW MATRIX

Review the job requirements. Probe requirements where an applicant has expressed "reluctance" or "refusal." Refer to the Interviewer's Toolkit for specific follow-up questions.	REFUSAL	RELUCTANT	WILLING		
	I WILL NOT:	RATHER NOT:	NOT 1ST CHOICE	DOESN'T MAKE A DIFFERENCE	I PREFER TO:
Work on-call (available to work as needed)				X	
Work around people with contagious diseases			X		
Work on holidays		X			
Work evenings (2nd shift)				X	
Work nights (3rd shift)			X		
Work a 12-hour shift				X	
Work weekends				X	
Deal with body fluids and blood				X	

STRUCTURED BEHAVIORAL-BASED INTERVIEW GUIDE

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 Applicant arrives)

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

Opening the Interview Session

- ☐ Greet the applicant - 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 applicant understand the organization and the position
- ☐ Inform the applicant 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 applicant with a realistic preview of the job requirements and your selection process

Following the Interview

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

Additional information is available in the Interviewer’s Toolkit.

Custom Interview Questions

This section of the interview guide provides you with specific questions to probe potential areas of concern (revealed through the applicant's assessment results). Use these questions to determine if the applicant's "fit" is in alignment with your values, culture and environment.

CUSTOMER FOCUS This individual scored low on the Customer Focus scale. Individuals scoring in this range may see customers as an imposition, they may ignore or avoid requests for service, or, they may be sullen and unfriendly. Use these interview questions to probe this issue further.

Give me a specific example of a time when you had to deal with a particularly angry customer.

- What action did you take to defuse the situation?
- Were others involved to assist in resolving the situation?
- Do you think the issue was resolved to the customers satisfaction?

Sooner or later, we all have to deal with a customer who is dissatisfied with the care or service they receive. Tell me about the most difficult or irritable customer you have experienced.

- How did you respond to the concerns of the customer?
- How effective were your efforts? Did you satisfy the customer?
- What did you learn from the interaction? If you had it to do over again, what would you do differently?

Have you ever attempted to change the procedures in your unit or department to better serve the customer?

- What did the change entail? Was it successful?
- What was the biggest hurdle in changing the procedure?

How would you judge your own performance in terms of being customer oriented?

- Give specific examples of why you feel you are customer oriented. What do you do that others don't?
- Have you ever received direct feedback from a customer? Please describe.

RED FLAG:

Displays animosity and frustration when discussing customers.
Demonstrates little interest and experience in understanding customer needs.
Applies one standard approach to fit all customers' needs.
Does not extend themselves to ensure customer is fully satisfied.
Frustrated by difficult or demanding customers (or customers' family).
Sees the customer as an inconvenience or annoyance. Voices annoyance or frustration with 'internal' customers.

LISTEN FOR:

History of adapting approaches/processes to meet customers' needs.
Considerable interest/experience in assessing and addressing customer needs.
Takes specific steps to ensure high customer satisfaction.
Views customers, customers' friends and family, coworkers and other departments as customers.
Sees customers as the reason for their existence (vs. an imposition).

Notes

Marginal <i>(Bottom 20% of Candidates)</i>	Fair	Satisfactory	Very Good	Optimal <i>(Top 20% of Candidates)</i>
<input type="checkbox"/> 1 Point	<input type="checkbox"/> 2 Points	<input type="checkbox"/> 3 Points	<input type="checkbox"/> 4 Points	<input type="checkbox"/> 5 Points

Custom Interview Questions

FLEXIBILITY / ADAPTABILITY This individual scored low on the Flexibility / Adaptability scale. Individuals scoring in this range may be inflexible, resist change, or, they may complain when asked to adjust priorities. Use these interview questions to probe this issue further.

Describe for me the most difficult change at work (involving a reorganization, job redesign, merger, etc.) you've ever had to deal with.

- What was your reaction? Why?
- How would you respond if you had it to do over again?

In most jobs, when things get very busy, employees are asked to work overtime. Please think back to the last time you had to work extra hours without being given advance notice, and tell me about that situation.

- Were the extra hours forced, or could you decline?
- Did working the extra hours interfere with personal plans you had made? If so, how did you feel about it?
- When is it justified to force people to work extra hours? Under what conditions is it not justified?

How often do your priorities at work change?

- Give me a recent example. What caused this?
- How do you decide what's important enough to receive your immediate attention?
- How do you juggle those 'unforeseen circumstances' with routine work that must be done?

Describe a time when your supervisor implemented a change to your priorities that you didn't agree with.

- How did you respond? Why?
- How did others respond?
- If you had it to do over again, what would your response be?

RED FLAG:

Is reluctant to accept change, particularly if it affects them personally.
Needs time to readjust priorities.
Strictly adheres to a formal job description (i.e., 'not my job').
Resists changing work assignments and/or priorities.
Badmouths changes and directions coming from 'higher-ups.'
Sees major changes in processes or procedures as an imposition.

LISTEN FOR:

An open-mind and willingness to try new approaches.
Is not bound to tradition, job descriptions, or other aspects of the status quo.
Responds positively to change even when it has negative personal impact.
Adjusts well to major changes such as company restructuring, job redesign, or major work process changes.
Willingly accepts different assignments, job transfers, being "pulled" to other units or floors.

Notes

Marginal <small>(Bottom 20% of Candidates)</small> <input type="checkbox"/> 1 Point	Fair <input type="checkbox"/> 2 Points	Satisfactory <input type="checkbox"/> 3 Points	Very Good <input type="checkbox"/> 4 Points	Optimal <small>(Top 20% of Candidates)</small> <input type="checkbox"/> 5 Points
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Structured Interview Guide - Patient Care

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

You may opt to open the interview with a more general question, if desired. For example:

What led you to apply for this position?

- What are the 3 most important things you're looking for in your current job search?
- What do you consider to be the most important attributes of a _____?
- Describe a time you've displayed those attributes.

Emotional Evenness

When you are faced with a very high workload, it can be challenging to remain calm. Tell me about a time when you felt overwhelmed at work but were still able to remain calm.

- Why did that situation make you feel overwhelmed?
- What did you do to remain calm? Why?
- What was the outcome?
- What did you learn from this experience?

RED FLAG:

Situation did not appear to be that challenging.
Actions taken did not appear to be effective.
Offers few alternative actions.
Demonstrates little to no learning from experience.

LISTEN FOR:

Provides a very challenging situation.
Actions taken are highly effective.
Offers several alternative actions.
Demonstrates considerable learning from experience.

Notes

Marginal <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	Fair <input type="checkbox"/> 2 Points	Satisfactory <input type="checkbox"/> 3 Points	Very Good <input type="checkbox"/> 4 Points	Optimal <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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Teamwork

Tell me about your most challenging experience working with individuals from another department or function - for example, an interdepartmental team.

- Why was it so challenging? What kinds of problems, if any, did it create?
- What was your role in the team?
- What approach or method did you use to facilitate cooperation?

RED FLAG:

Avoids team related activities or assignments.
Prefers to work independently.
Prefers to make their own decisions rather than gather input and consensus from a group.
Prefers to take credit for their own work accomplishments rather than share the accomplishment in a group format.
Places little importance on being a member of a team.

LISTEN FOR:

Takes pride in group/team accomplishments (vs. "I").
Is comfortable working as a member of a team and has had positive experiences.
Supports others' efforts.
Knowledge of group dynamics and team problem solving.
Praises and compliments others' accomplishments.

Marginal <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	Fair <input type="checkbox"/> 2 Points	Satisfactory <input type="checkbox"/> 3 Points	Very Good <input type="checkbox"/> 4 Points	Optimal <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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Structured Interview Guide - Patient Care

Multi-Tasking, Time Management

Tell me about a time when you needed to accomplish several tasks and didn't have time to do them all.

- How did you handle the situation? Why that approach?
- How did this impact the quality of your work? Explain.
- How did this affect your attitude and stress level?
- What, if anything, would you do differently next time?

RED FLAG:

Requires considerable time to switch between tasks.
Difficulty prioritizing tasks.
Does not use a consistent system to keep track of multiple tasks.
Shows little evidence of effectively managing a complex work schedule.

LISTEN FOR:

Can quickly switch from one task or priority to another with minimal lost effort.
Is comfortable managing several tasks simultaneously.
Track record of effectively managing multiple tasks.
Sees some stress as part of the job.

Notes

Marginal

(Bottom 20% of Candidates)

☐ 1 Point

Fair

☐ 2 Points

Satisfactory

☐ 3 Points

Very Good

☐ 4 Points

Optimal

(Top 20% of Candidates)

☐ 5 Points

Flexibility/Adaptability

Almost all jobs change from time to time as new methods and procedures are introduced. Please tell me about the last time such a change was made in the way you do your work.

- How did you adjust to the changes?
- What steps did you take to adjust to the changes?
- How did others (your coworkers) adjust?

RED FLAG:

Is reluctant to accept change, particularly if it affects them personally.
Has difficulty adapting to changing situations.
Needs time to readjust priorities.
Strictly adheres to a formal job schedule or description.

LISTEN FOR:

Is open to and accepting of change; respectful and supportive of company goals/changes.
Adapts effectively to changes in situations or circumstances.
Can switch between priorities easily.
Is not bound by rigid work schedules or job descriptions.

Notes

Marginal

(Bottom 20% of Candidates)

☐ 1 Point

Fair

☐ 2 Points

Satisfactory

☐ 3 Points

Very Good

☐ 4 Points

Optimal

(Top 20% of Candidates)

☐ 5 Points

Structured Interview Guide - Patient Care

Work Ethic

At one time or another, we all get work assignments we feel are not part of our job. Tell me about the most recent occasion when you were asked to do something that you felt was not part of your job.

- Why was the assignment given to you?
- How did you feel about doing this assignment?
- When is it appropriate for a Supervisor to ask you to do something that isn't part of your job?

RED FLAG:

Reluctant to perform tasks outside of job description.
Is inflexible and reluctant to accept change, particularly if it affects them personally.
Unwilling to help others.

LISTEN FOR:

Willing to work outside job description or work assignment (vs. "not my job").
Willing to "go the extra mile" (extra time and effort) to get things done.
Seeks out tasks outside their job description.

Notes

Marginal

(Bottom 20% of Candidates)

☐ 1 Point

Fair

☐ 2 Points

Satisfactory

☐ 3 Points

Very Good

☐ 4 Points

Optimal

(Top 20% of Candidates)

☐ 5 Points

Valuing Diversity

Whether on purpose or not, there are times in everyone's life when they are insensitive to the feelings of other people. Please describe a time you behaved insensitively to someone else.

- What did you specifically do?
- Why did you act the way you did?
- How did the other person react?
- What did you do to rectify the situation?
- What did you learn?

RED FLAG:

Is defensive or attempts to explain away own behavior.
Shows limited appreciation for other person's perspective.
Does not appear regretful for actions.
Limited and half-hearted attempts to address situation.
Shows little learning (or learning the wrong things) from this experience.

LISTEN FOR:

Clearly understands that what they did was wrong.
Appreciates the other person's perspective.
Expresses genuine regret for actions.
Takes concrete and effective steps to address the insensitive behavior.
Demonstrates learning from this experience.

Notes

Marginal

(Bottom 20% of Candidates)

☐ 1 Point

Fair

☐ 2 Points

Satisfactory

☐ 3 Points

Very Good

☐ 4 Points

Optimal

(Top 20% of Candidates)

☐ 5 Points

Customer Focus

As a _____ (e.g., MA, Phlebotomist), you will be asked to deal with various patient concerns and issues. Tell me about a time when you had to deal with a particularly difficult patient.

- What led up to the situation?
- Provide specifics of what you did.
- Did the patient's demeanor improve or get worse?
- What, if anything, would you do differently now? Why?

RED FLAG:

Displays animosity and frustration when discussing patients.
Demonstrates little interest or experience in understanding patient needs.
Applies one standard approach to it all patients' needs.
Does not exert themselves to ensure customer is fully satisfied.

LISTEN FOR:

Demonstrates the philosophy that "the customer is always right".
Has considerable interest or experience in assessing and addressing patient needs.
Adapts approach or processes to patient's needs.
Takes specific steps to ensure high patient satisfaction.

Notes

Marginal <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	Fair <input type="checkbox"/> 2 Points	Satisfactory <input type="checkbox"/> 3 Points	Very Good <input type="checkbox"/> 4 Points	Optimal <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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Applicant Summary Score Sheet - Patient Care
Applicant Name: Courtney Gilbert **Position:**

Interviewer Name: **Date/Time:**

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)	1 2 3 4 5
	Scoring Legend: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal	
		<div></div> 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		<div></div> Average Score

Scoring Instructions	Interview Results	
Calculate the average score for the Custom Questions you asked, then select the numeric score to the right that best represents that score.	Custom Interview Questions	1 2 3 4 5
Calculate the average score for the Structured 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 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		<div></div> 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:** _____

The Staff Assessment has been designed & validated for Healthcare. It should be used in conjunction with other information such as work experience, education, training, background checks, interview, etc. The Staff Assessment should not be the sole determining factor in your decision- making process. Do not share this information with the applicant. For additional information, please contact symplr at (866) 323-3030 or talentsupport@symplr.com.