HealthcareSource
Staff Assessment℠

NAME:	Nathan Love	**ORGANIZATION NAME:**	Henry Ford Health System
DATE/TIME:	03/02/2016 01:03 PM	**SCORING FORMULA:**	Technical/Professional - External AC
ELAPSED:	1h 47m 31s	**STRUCTURED INTERVIEW:**	Technical/Professional
SURVEY VERSION:	V	**APPLICANT ID:**	15306051

"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 - Technical/Professional

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.
— score bar extends to approximately 7

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.
— score bar extends to approximately 4

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.
— score bar extends to approximately 5

⚠ 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.

Technical/Professional Norms	LOW SCORES	LOW 1-3	AVERAGE 4-7	HIGH 8-10	HIGH SCORES
Work Ethic/Attendance — Conscientious, hard working and dependable.	Lacks ambition requires direction, poor attendance.	████	(to ~5)		Self motivated, believes in hard work and good attendance.
Energy — Maintains a high level of activity.	Slow work pace, minimal work effort.	█████	(to ~7)		Helps others and seeks additional work.
Teamwork — Works closely with others and reinforces the contributions of others.	Avoids team settings. Frequent conflicts with others.	█████	(to ~7)		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.	████	(to ~5)		Responds to needs of others. Satisfies patients and families.
Compassion — Genuine desire to help and assist others.	Cold and distant. Impatient.	████	(to ~5)		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.	███████	(to ~9)		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.	██████	(to ~8)		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."	█████	(to ~7)		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.	████████	(to ~10)		Embraces training. Updates skills on own.

Scale columns: LOW (1, 2, 3) | AVERAGE (4, 5, 6, 7) | HIGH (8, 9, 10)

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 (I WILL NOT:)	RELUCTANT (RATHER NOT:)	WILLING — NOT 1ST CHOICE	WILLING — DOESN'T MAKE A DIFFERENCE	WILLING — 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		

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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.

Structured Interview Guide - Technical/Professional

The following questions are targeted for Technical/Professional 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.

Teamwork

Tell me about a time when your department had to work closely with another department as a team to accomplish an important work activity or project.

- How did your department function? How did the other department function?
- What was your role on the project?
- What was rewarding/frustrating about the project?

RED FLAG:	LISTEN FOR:
Avoids team related assignments. Prefers to work independently. Prefers to make their own decisions rather than gather input and consensus from the team. Prefers to take credit for their own work accomplishments rather than share the accomplishment with the team.	Is comfortable and enthusiastic working as a team member. Supports other team members' efforts and praises their contributions. Is comfortable with team decision-making processes. Actively contributes to the team effort.

Marginal *(Bottom 20% of Candidates)*	Fair	Satisfactory	Very Good	Optimal *(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

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

Notes

Marginal *(Bottom 20% of Candidates)*	Fair	Satisfactory	Very Good	Optimal *(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Structured Interview Guide - Technical/Professional

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:	LISTEN FOR:
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.	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)*	Fair	Satisfactory	Very Good	Optimal *(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Compassion

Tell me about the last time you needed to resolve an important problem or issue for a customer (i.e., co-worker, patient or family member).
- Why did they have the problem?
- What specific steps did you take to resolve the problem?
- What was the result or outcome of your efforts?

RED FLAG:	LISTEN FOR:
Shows little concern for others' welfare. Does not go out of their way to help others, particularly if doing so will disrupt their personal agenda. Fails to express sensitivity or empathy toward others. Sees work as simply "a job" and not as helping others and being concerned.	Strong concern for the needs and welfare of others. Enjoys helping others. Demonstrates genuine empathy for the plight of others. Demonstrates good listening skills. A positive and upbeat attitude toward work and life. Demonstrates sympathy and patience.

Notes

Marginal *(Bottom 20% of Candidates)*	Fair	Satisfactory	Very Good	Optimal *(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Structured Interview Guide - Technical/Professional

Work Ethic

Sooner or later, everyone gets overwhelmed by their workload. Tell me about the last time you were unable to finish a work assignment in the time allotted.
- What steps did you take to try to finish on time?
- How do you think the problem could have been prevented?
- What would you do differently next time?

RED FLAG:	LISTEN FOR:
Has difficulty articulating examples of going "above-and-beyond." Displays little or no evidence of overextending themselves on the job. Always reluctant to work overtime. Attempts to shirk duties or "cut corners."	A track record of increased responsibility. Willingness to "go the extra mile" to get things done. Requires minimum supervision and direction. Highly motivated, self-starter. Willing to work outside job description or work assignment (vs. "not-my-job"). Perseveres in overcoming obstacles.

Notes

Marginal	Fair	Satisfactory	Very Good	Optimal
(Bottom 20% of Candidates)				*(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Accountability

The saying, "nobody's perfect," reflects the fact that everyone occasionally makes mistakes. Please tell me about a time when you made a significant mistake and took responsibility for that mistake.
- Why was that a significant mistake?
- What was the result of you taking responsibility?
- What did you learn from this experience?

RED FLAG:	LISTEN FOR:
Identifies a relatively minor mistake. Says he/she never makes mistakes. Attempts to shift blame. Unable to describe other ways of explaining reasons for mistake or responding differently in the future. Poor outcome of the mistake and aftermath.	Identifies a significant mistake. Takes full responsibility for mistake. Offers up multiple, creative ways to respond in the future. Positive outcomes associated with situation and applicant actions.

Notes

Marginal	Fair	Satisfactory	Very Good	Optimal
(Bottom 20% of Candidates)				*(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Communication

Sometimes the essence of effective communication is simplifying complex information. Tell me about a time when you had to communicate highly complex information to someone who might have difficulty understanding the information.

- What made the information you were communicating so complicated?
- How did you determine if the person understood what you were saying?
- What would you have done if your communication was still unclear?
- What did you learn from this experience?

RED FLAG:	LISTEN FOR:
Not clear that the information being communicated is complex or information being communicated is simple and straightforward. No good rationale for why communicating in the chosen way. Did not check for understanding. Few ideas about alternative communication methods. Little to no learning demonstrated from experience.	Focused on very complicated/complex information. Good explanation chosen for communication approach. Checks to make sure other person understands communication. Good ideas for alternative communication strategies. Demonstrates learning as a result of the experience.

Marginal	Fair	Satisfactory	Very Good	Optimal
(Bottom 20% of Candidates)				*(Top 20% of Candidates)*
☐ 1 Point	☐ 2 Points	☐ 3 Points	☐ 4 Points	☐ 5 Points

Applicant Summary Score Sheet - Technical/Professional
Applicant Name: Nathan Love   **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					**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 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					**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.