



Interview Guide

Candidate Name:		
Position:		
Interviewer Name:		
Interviewer Position:		
Interview Date:		
Decision (Circle One):	Proceed	Decline

## Using this Guide:

This packet contains questions for phone screening and interviewing candidates for positions with Brightview Senior Living.

Brightview Senior Living Structured Selection Process - AN OVERVIEW						
STEP 1. Review Application in Taleo and Job Fits Indices on Assessment	STEP 2. Phone Screen	STEP 3. Structured Interview	STEP 4. Summary Evaluation	STEP 5. Check References of STAR candidates	STEP 6. Interview by Executive Director	STEP 7. Update Status of Candidate in Taleo
Look for relevant work experience or education. Check for caution scores and low scores on page 4.	Use pages 2-3 to ask work History questions based on Application and probe "reluctant" and/or "refusal" responses on page 5 of this guide.	Use page 5+ to conduct a structured, behavioral based interview. If candidate scored low in an area on the assessment, more questions will be included to ask.	Use the matrix to compile the information for your final decision.	Use the Reference Checking form to Check References of Candidates you are moving forward with in the hire process.	Executive Director Interviews candidate and gives final approval on moving forward with the candidate.	Update the status of the candidate in ATS to either next step in Hire Process: Create Offer Letter or move the candidate to Not Selected.

### Step 1: Review Resume/Application in ATS and Job Fit Indices on Assessment:

- ☐ Please take a few minutes to review the application and resume
- ☐ Please review the job fit indices on page 4 of the Assessment to determine how the applicant responded and where they may have scored low.

Note: You will want to confirm the individual meets the minimum qualifications of the job, look for red flags on the application such as gaps in employment and being terminated from previous jobs. Look for low scores on the assessment which will require further questioning as outlined in the guide.

### Step 2: Phone Screen

A quick 5-10-15 min. phone call can save you hours of time down the road! When you only have one of your five senses (hearing) tuned in, you'll be more likely to pick up on key points.

For example:

- Did this candidate prepare for a phone call by making an appropriate greeting
- If you get their voice mail can you leave a message or is the mailbox too full at this time
- If the candidate answers the phone, is their tone/demeanor upbeat and/or is it lifeless, abrupt and/or angry)?

None of these points are necessarily deal breakers but they are noteworthy. Every interaction with a candidate is a clue. As you move through the process, you may either dismiss the concern(s) or you may determine this candidate is not the right fit for your position.

Short Introduction:

***"Hi my name is (Jane Manager) with Brightview (e.g., Towson). Thank you so much for attending our group interview, it was great to meet you. I'd love to talk with you to learn more about your background & experience to help me determine if we have a position at Brightview that matches your experience, skills, and needs. Do you have about (can vary 5-10-15) minutes to spend with me now?"***

(If no, then schedule a date/time). If yes, continue to the next page to proceed with the phone screen.

## Using this Guide:

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- ☐ Review resume/application and lawfully inquire about red flags/gaps in
  - Employment
  - Current employment status
  - Current rate of pay
  - Reasons for leaving each position

**NOTE:** The candidate should do the majority of the talking – just ask the question you want to know.

- ☐ Ask: ***“Why Brightview?”***

**NOTE:** Listen for an understanding of our company, culture, position etc. Do they really want to work at Brightview or are they just applying anywhere?

- ☐ Determine availability to work without giving away what we are looking for at the moment.

**Review their responses on page 5 of this guide in the Job Preview Matrix**

Ask: ***“What type of schedule works best for you including days, # of hours, shift etc..?”***

**NOTE:** The posting may indicate the exact shift but often candidates do not have the posting in front of them or they won't remember. Their answer, however, will determine their ability to meet our expectations. If they marked Refusal or Rather not on the Job Preview Matrix, probe to find out why.

**STOP:** If you like what you've heard so far then go to step 3.

If not, end the phone screen by saying:

***“I want to thank you for spending a few minutes with me today. We are currently making initial calls to interested candidates, like you. The next step is inviting candidates to interview with us in person. If you are not invited this round we will send you an email so you know your status. Thanks again and have a great day.”***

**NOTE:** Update Status of candidate in Taleo under **Next Steps** to **Not Selected** indicating reason for not selecting.

If you are proceeding: Briefly review the job opening with the candidate and availability for an in person interview

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<b>NAME:</b> Marissa Graves	<b>ORGANIZATION NAME:</b> Brightview Senior Living
<b>DATE/TIME:</b> 02/13/2017 03:02 PM	<b>SCORING FORMULA:</b> Entry Level Service - External CC
<b>ELAPSED:</b> 18m 32s	<b>STRUCTURED INTERVIEW:</b> Entry Level Service - No Experience
<b>SURVEY VERSION:</b> V	<b>APPLICANT ID:</b> 17442441

#### "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 - Entry Level Service

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.

Entry Level Service Norms	LOW SCORES	LOW			AVERAGE				HIGH		HIGH SCORES	
		1	2	3	4	5	6	7	8	9		10
<b>Work Ethic/Attendance</b> Conscientious, hard working and dependable.	Lacks ambition requires direction, poor attendance.											Self motivated, believes in hard work and good attendance.
<b>Energy</b> Maintains a high level of activity.	Slow work pace, minimal work effort.											Helps others and seeks additional work.
<b>Teamwork</b> 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.
<b>Customer Focus</b> 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.
<b>Compassion</b> Genuine desire to help and assist others.	Cold and distant. Impatient.											Genuine concern for patients. Sympathetic and patient.
<b>Flexibility/Adaptability</b> 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.
<b>Multi-Tasking</b> Ability to manage multiple tasks simultaneously.	Frustrated by multiple demands. Focuses on one thing at a time.											Use custom questions to probe this scale. Easily manage multiple demands and activities.
<b>Valuing Diversity</b> 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).
<b>Openness to Learning</b> 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.

**MULTI-TASKING** This individual scored low on the Multi-Tasking scale. Individuals scoring in this range may be easily frustrated by multiple demands, or, they may prefer to focus on only one thing at a time. Use these interview questions to probe this issue further.

**When faced with multiple tasks or projects, some people prefer to tackle those tasks or projects one at a time, while others are more comfortable managing many tasks or projects at the same time. What is your preferred approach?**

- Why do you prefer that approach or method?
- Which approach do you feel is most effective? Why?
- (If multi-tasking) How do you keep track of everything?

**When you are managing 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 managing several tasks at once, and how have you handled this in the past?
- Give me some examples of how you've applied the approach you just mentioned using.

**What do you do when you have too many things to do (or customers to care for) and a limited amount of time to complete (or care for) them?**

- What examples can you provide that demonstrate this?
- Have there been times the work load is/has been too demanding? What was the result? How did this impact your performance (or attitude)?

**RED FLAG:**

- ☐ Requires considerable time to switch between tasks.
- ☐ Prefers similar, routine job duties vs. variety and changing activities on a day-to-day basis.
- ☐ Shows little evidence of effectively managing a complex work schedule.
- ☐ Has difficulty dealing with multiple assignments or demands.
- ☐ Does not have method(s) or procedure for keeping track of multiple tasks or demands.

**LISTEN FOR:**

- ☐ Able and willing to quickly switch from one activity or priority to another with minimal lost effort.
- ☐ Is comfortable managing several tasks simultaneously.
- ☐ Likes variety and changes in day-to-day priorities and activities.
- ☐ Willing to cope with unexpected problems in a positive and effective manner.
- ☐ Skill in monitoring or tracking multiple projects or activities.

Notes

<b>Marginal</b> <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	<b>Fair</b> <input type="checkbox"/> 2 Points	<b>Satisfactory</b> <input type="checkbox"/> 3 Points	<b>Very Good</b> <input type="checkbox"/> 4 Points	<b>Optimal</b> <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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Structured Interview Guide - Entry Level Service - No Prior Work Experience

The following questions are targeted for Entry Level Service - No Prior Work Experience 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

Please describe your most rewarding experience helping others in a school or volunteer situation.

- What was the situation?
- What did you do?
- What motivated you to do this?
- What was the outcome of your efforts?

**RED FLAG:**

- ☐ Shows little concern for the welfare of others.
- ☐ Does not go out of their way to help others, particularly if doing so will disrupt their personal agenda.
- ☐ Prefers to work independently.
- ☐ Avoids interactions with others.

**LISTEN FOR:**

- ☐ Expresses genuine concern for others.
- ☐ Willingly sets aside their own agenda in order to help others in need.
- ☐ Cooperative and collaborative with others.
- ☐ Supports others' efforts and praises their contributions.

Notes

<b>Marginal</b> <i>(Bottom 20% of Candidates)</i>	<b>Fair</b>	<b>Satisfactory</b>	<b>Very Good</b>	<b>Optimal</b> <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

Accountability

Jobs often contain a mix of enjoyable and unenjoyable tasks. Thinking about your past school or volunteer experience, how were you able to motivate yourself to complete unpleasant or unenjoyable tasks? What were the tasks, why were they unenjoyable, and what did you do to keep yourself motivated?

- Why do you motivate yourself that way?
- What else have you tried?
- What have you learned about staying motivated at work?

**RED FLAG:**

- ☐ Indicates no unpleasant or unenjoyable tasks.
- ☐ Offers negative or inappropriate reason tasks were unenjoyable.
- ☐ Ineffective strategy used to stay motivated.
- ☐ Offers few additional motivational strategies.
- ☐ Has not learned much from experience.

**LISTEN FOR:**

- ☐ Identifies unpleasant/unenjoyable tasks with clear rationale for why they were unenjoyable.
- ☐ Has highly effective strategy for staying motivated.
- ☐ Offers several additional motivational strategies.
- ☐ Demonstrates considerable learning from experience.

Notes

<b>Marginal</b> <i>(Bottom 20% of Candidates)</i>	<b>Fair</b>	<b>Satisfactory</b>	<b>Very Good</b>	<b>Optimal</b> <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



## Structured Interview Guide - Entry Level Service - No Prior Work Experience

### Time Management/Multi-Tasking

**Tell me about a time when you were frustrated because you needed to do several things 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 their work schedule.

#### LISTEN FOR:

- ☐ Can quickly switch from one task or priority to another with minimal lost effort.
- ☐ Is comfortable prioritizing and 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

### Work Ethic

**At one time or another, we all get assignments that we feel are not part of our responsibility. Describe a time when you were asked to do something that you didn't think was part of your responsibility.**

- What did you do?
- What, if anything, would you do differently if you had to do it again?
- When might it be appropriate for a supervisor to ask you to do something that isn't part of your job?
- What might you consider to be outside 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 responsibility.

#### 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 - Entry Level Service - No Prior Work Experience

### Flexibility/Adaptability

Everyone experiences change from time to time as new methods and procedures are introduced either in school or a volunteer situation. 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 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.

#### LISTEN FOR:

- ☐ Is open to and accepting of change; respectful and supportive of organizational goals/changes.
- ☐ Adapts effectively to changes in situations or circumstances.
- ☐ Can switch between priorities easily.

### 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

Communication

In order to communicate effectively, it is often important to actively listen to the other person. Tell me about a time when your active listening skills really paid off for you. How did your active listening skills help you and what happened as a result?

- Why were your active listening skills so important?
- What do you specifically do to keep focused on the person talking to you? In other words, how would you describe your active listening behavior?
- In general, how do you avoid distractions when talking with others?

**RED FLAG:**

- ☐ Did not identify a situation in which active listening skills were important.
- ☐ Not clear that strong active listening skills were displayed.
- ☐ Not able to describe active listening behaviors.
- ☐ Not clear that active listening skills actually helped the situation.

**LISTEN FOR:**

- ☐ Identified a situation in which active listening skills were clearly important.
- ☐ Strong active listening skills were displayed.
- ☐ Described very detailed active listening behaviors.
- ☐ Active listening skills clearly helped the situation.

Notes

<b>Marginal</b> <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	<b>Fair</b> <input type="checkbox"/> 2 Points	<b>Satisfactory</b> <input type="checkbox"/> 3 Points	<b>Very Good</b> <input type="checkbox"/> 4 Points	<b>Optimal</b> <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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Technical Interview Guide - Entry Level Service - No Prior Work Experience

This section provides you with the opportunity to ask technical or skill oriented questions related to the target position.

User Defined Question 1

Notes

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

Notes

<b>Marginal</b> <i>(Bottom 20% of Candidates)</i> <input type="checkbox"/> 1 Point	<b>Fair</b> <input type="checkbox"/> 2 Points	<b>Satisfactory</b> <input type="checkbox"/> 3 Points	<b>Very Good</b> <input type="checkbox"/> 4 Points	<b>Optimal</b> <i>(Top 20% of Candidates)</i> <input type="checkbox"/> 5 Points
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## TIPS FOR CLOSING THE INTERVIEW:

- 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 time-line, 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 12 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](https://hsa.healthcaresource.com)

Login with your Staff Assessment credentials, select Help, and click on Support to view Toolkit.

If you do not have credentials, please contact HR for a link to be emailed to you for Toolkit access.

Applicant Summary Score Sheet - Entry Level Service

Applicant Name: Marissa Graves

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 <small>(From application, resume and interview)</small>	1 2 3 4 5
	Education & Training <small>(From application, resume and interview)</small>	1 2 3 4 5
	Other: _____ <small>(e.g. Professionalism. Use the same criteria for all)</small>	1 2 3 4 5
	<div>Scoring Legend: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal</div> <div><div></div>Average Score</div>	

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

Scoring Instructions	Interview Results	
Calculate the <b>average score</b> 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 <b>average score</b> 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 <b>average score</b> 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
<div>Scoring Legend: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal</div> <div><div></div>Average Score</div>		

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:	<input type="checkbox"/> Make Offer	<input type="checkbox"/> Do not pursue further
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☐ **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](mailto:talentsupport@symplr.com).