

HealthcareSource Staff AssessmentSM

The HealthcareSource Staff AssessmentSM is a behavioral-based, pre-employment assessment that identifies the very best applicants in terms of: Customer Service, Retention and Job Performance.



Retention

Improving Retention Rates of new hires is an initiative shared by Healthcare Organizations throughout the country.

The Staff AssessmentSM provides a “Retention Index” which evaluates an applicant’s commitment to the organization.

Custom Interview Questions are provided for low scores on the Retention Index.



Fit

Over 70% of a Healthcare Organization’s new-hire turnover occurs as a result of poor fit, not technical ability.

Good selection decisions focus on fit as well as technical skills.

The Staff Assessment reveals the fit of each applicant, in terms of Customer Service, Retention and Job Performance. Benchmark data is available for five Job Families (e.g. Nursing, Patient Care, etc.)



Interviews

Healthcare Organizations want to provide Hiring Managers with a structured, behavioral-based interview process.

The Staff Assessment automatically generates a structured, behavioral-based interview guide for specific Job Families.

In addition, custom-written follow-up interview questions for “Low” scores on any of the nine Healthcare competencies (e.g. Customer Focus, Compassion, Teamwork, etc.) are provided.



Service

Healthcare Organizations across the country want to identify the applicants who will provide a high level of customer service.

The Staff Assessment incorporates a “Service Excellence” Index that identifies customer-focused applicants. It ensures new-hires will embrace and support your Organization’s Service Values.

HealthcareSource Staff AssessmentSM

The Solution to Today's Healthcare Challenges

The HealthcareSource Staff Assessment has been independently validated for five Job Families.

Norms, scoring formulas, and behavioral-based interview guides are provided for each of the following:



Nursing

e.g. RN, LPN/LVN



Patient Care

e.g. CNA, STNA, Home Health Aide, Medical Assistant, Phlebotomist



Entry-Level Service

e.g. Environmental Services, Dietary Aide, Patient Transport, Security



Technical/Professional

e.g. Medical Technologist, Radiology Technologist, Cardiac Sonographer, Cath Lab Rad Tech, Respiratory Therapist, EEG Tech, Speech Therapist, Surgical Tech, Occupational Therapist, IS & IT Positions, Accounting



Administrative/Clerical

e.g. Patient Registration, Medical Transcriptionist, Administrative Assistant, Billing Specialist, Data Entry, File Clerk



SAMPLE SURVEY

The Staff Assessment is an internet-based assessment and takes an average of 15-20 minutes to complete:

There are three primary methods of collecting the data:

1. Invite applicants to complete the assessment (in your Facility) 30 minutes prior to the interview.
2. Integrate the assessment into your on-line application system.
3. Email a “link” to pre-screened applicants.

Survey

Welcome

language: [english](#) [español](#) | [Exit](#)

Thank you for taking the time to complete this Survey. It will take about 20 minutes to complete. There are no "right" or "wrong" answers, so please respond to each statement in an honest manner.

If you need special help in order to complete this Survey, please let us know so we can make reasonable accommodations to assist you.

Applicant Information

Identification

First Name	<input type="text"/>
Middle Initial (Optional)	<input type="text"/>
Last Name	<input type="text"/>
Position Applying for	<input type="text"/>
Applicant ID (Optional)	<input type="text"/>

Background

Please fill in the one response that best applies to you in the following section.

In accordance with the federal government's uniform guidelines to ensure non-discriminatory testing, we ask you to voluntarily supply the following information. This information will be used for Equal Employment Opportunity research purposes only. Individual data will not be shared with the prospective employer.

Gender	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Rather not say
Race/Ethnicity	<input type="radio"/> Hispanic or Latino <input type="radio"/> White <input type="radio"/> Black or African American <input type="radio"/> Native Hawaiian or Pacific Islander <input type="radio"/> Asian <input type="radio"/> American Indian or Alaskan Native <input type="radio"/> Two or more races <input type="radio"/> Rather not say
Age	<input type="radio"/> Less than 40 <input type="radio"/> Over 40 <input type="radio"/> Rather not say

Authorization

I agree to complete the survey without assistance from others.
I agree to answer all questions honestly.
I authorize you to score my responses.
I grant permission to share my results with the potential employer.
I understand that the results will not be shared with me.
I agree not to disclose, copy or distribute any portion of the Survey.

I Agree

The **HealthcareSource Staff Assessment** is an internet-based Assessment. It may be administered and scored wherever internet access is available.

- It takes approximately 15-20 minutes for an applicant to complete the Survey.
- Results are available on-site, immediately.
- The Staff Assessment is available in English and Spanish.
- The Staff Assessment is available in paper/pencil format.
- Audio files are available for those that may need assistance reading the Survey.

Notes:

Survey

Part 1:

This section contains statements related to various attitudes and opinions. Please read each item carefully and choose the answer that best represents your opinion. Even if you do not have any previous work experience, please answer every question as honestly as possible based on your school, home, and social experience.

1. I always follow through on my commitments.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

2. I work at a slow but steady pace.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

3. I don't like attending meetings.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

4. People think I'm somewhat difficult to get to know.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

5. I am interested in other people.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

6. Once I make up my mind, it's difficult to change my opinion.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

7. I am comfortable doing several things at the same time.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

8. I am most comfortable when I'm around people with the same attitudes and beliefs.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

9. I enjoy taking different classes or course work.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

 [Click to listen to question.](#)

Two "Hidden Scales" are built into the Staff Assessment:

The **Confidence-in-Results Scale**: This scale ensures an applicant is able to read and comprehend the questions. It is also used to identify applicants who randomly answer items.

The **Inflated Response Scale**: This scale has been developed to identify applicants who respond in a very favorable manner (i.e. Cheat).

Notes:

Survey

Part 2:

Each item in this section has several descriptions related to your background and preferences. Some of the questions may not apply to the position you are seeking, however, please read each item carefully and choose the answer that best describes you.

82. When it comes to working on an "on-call" basis (be available to work as needed):

- I will not work if I have to be on-call
- I would rather not work if I have to be on-call
- While it's not my first choice, I would be willing to be on-call
- It doesn't make a difference to me one way or another
- I prefer to work on-call

 [Click to listen to question.](#)

83. How would you describe your present job (last job if not presently employed)?

- I enjoy my job almost all of the time
- I enjoy my job most of the time
- I enjoy my job some of the time
- I seldom enjoy my job
- I have no previous work experience

 [Click to listen to question.](#)

The Staff Assessment incorporates questions that have been designed to indicate an applicant's willingness to perform Healthcare related tasks.

84. My experience working as a member of a group has been:

- Mostly negative
- Some positive and some negative
- Mostly positive
- Extremely positive

 [Click to listen to question.](#)

85. When it comes to working evenings (2nd shift):

- I will not work evenings
- I would rather not work those hours or shifts
- While it's not my first choice, I would be willing to do it
- It doesn't make any difference to me one way or another
- I would actually prefer to work that schedule

 [Click to listen to question.](#)

86. In your previous job, were your coworkers:

- Almost always friendly and easy to get along with
- Usually friendly and easy to get along with
- Sometimes friendly, Sometimes unfriendly
- Usually unfriendly and difficult to get along with
- Almost always unfriendly and difficult to get along with
- I have no previous work experience

 [Click to listen to question.](#)

87. Which one of the following most influenced you to pursue employment with this organization?

- A friend or family member
- The position sounded interesting
- You are interested in a career in healthcare
- An advertisement (newspaper, internet, etc.)
- You are presently pursuing employment with many organizations
- Some other reason

 [Click to listen to question.](#)

88. When it comes to working around people with contagious diseases:

- I will not work around such people
- I would rather not work around such people
- While it's not my first choice, I would be willing to do it
- It doesn't make any difference to me one way or another

 [Click to listen to question.](#)

89. In your previous job, was your supervisor:

- Very competent and effective
- Somewhat competent and effective
- So-so in terms of competence and effectiveness
- Somewhat incompetent and ineffective
- Very incompetent and ineffective
- I have no previous work experience

 [Click to listen to question.](#)

90. When it comes to working a 12 hour shift:

- I will not work a 12 hour shift
- I would rather not work that long of a shift
- While it's not my first choice, I would be willing to do it
- It doesn't make any difference to me one way or another
- I would actually prefer to work 12 hour shifts

 [Click to listen to question.](#)

Notes:

SAMPLE FEEDBACK REPORT

The Staff Assessment utilizes a “multiple assessment” approach that includes the following components:

- An overview of the applicant’s potential for job success. Three scales are provided: Job Performance Index, Retention Index, and Service Excellence Index
- “Service & Values Scales” measure nine competencies that have been identified as being critical to successful job performance in today’s competitive Healthcare Industry.
- A “Job Preview Matrix” provides information on how well the interests of the applicant align with the work demands in today’s Healthcare environment. (i.e. work on call, weekends, etc.)
- “Custom Interview Questions” are provided for any scores in the “Low” range of the Service & Values Scales. This allows interviewers to probe potential problem areas in advance of the selection decision.
- A “Structured Behavioral Interview” is tailored for each of the five Job Families. It provides a consistent, job-related, structured process throughout the organization.

Results are available on-site immediately.

Feedback Report



The Staff Assessment has been validated for five Job Families:

- RN Nursing
- PC Patient Care
- AD Administrative/Clerical
- TP Technical/Professional
- EL Entry-Level Service

Scoring formulas, norms and structured interview guides are tailored for each Job Family.

NAME: Sample Applicant **ORGANIZATION NAME:** West Medical Center
DATE/TIME: 01/07/11 09:02 AM **SCORING FORMULA:** Nursing - External
ELAPSED: 17m 10s **STRUCTURED INTERVIEW GUIDE:** Nursing
APPLICANT ID:

"CONFIDENCE-IN-RESULTS" SCALE	"INFLATED RESPONSE" SCALE
<p>OK <input checked="" type="checkbox"/> CAUTION <input type="checkbox"/></p> <p>This applicant responded to questions in a consistent manner. It appears they were paying attention and able to read the survey.</p>	<p>OK <input checked="" type="checkbox"/> CAUTION <input type="checkbox"/></p> <p>This applicant responded to questions in a forthright, realistic manner.</p>

JOB FIT INDICES - NURSING										
When scores are in the 1-2 range the candidate should be pursued with a considerable degree of caution.	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.										

The **Job Fit Indices** indicate how well each applicant compares to top-performing Healthcare employees in terms of: **Job Performance, Retention and Service Excellence.**

Scoring formulas are validated for each of the five Job Families. They allow you to evaluate job performance in advance of the selection decision.

Interview questions are provided for "Low" scores on the Retention Index.

Notes:

Feedback Report: Confidence-In-Results

CONFIDENCE-IN-RESULTS SCALE – Typically a “Caution” score on this scale indicates one or more of the following:

1. The Applicant had difficulty reading and interpreting the Survey.
2. The Applicant was not paying attention to the Survey and randomly responded to the questions.
3. The Applicant had enough inconsistent responses to trigger the “Caution” and is a “False Negative” (i.e. nothing to worry about).

When an applicant scores a “Caution,” the Staff Assessment Feedback Report will indicate, “*Pursue with caution.*” The reason we are cautioning you is because we are not confident in the logic or consistency of the Applicant’s responses.

Ideally, we would like to determine if the Applicant is functionally literate. There are a couple of indicators to assist us in determining if the “Caution” was caused because of a literacy issue:

1. Consider the *position* the Applicant is applying for. It is much more likely that an Entry-Level Applicant (e.g. Housekeeping) would have literacy issues, as compared to a Professional Applicant (e.g. Nursing).
2. Consider the *amount of time* (i.e. Elapsed Time) the Applicant took to complete the Survey. We know it takes an average of 20 minutes to complete the Survey. If the Applicant has taken 30, 40, or 50 minutes to complete the Survey, we have reason to be concerned that the Applicant may have struggled with reading the Survey.

If an Applicant from a Professional Job Family (e.g. Nursing or other Technical/Professional type of position) scores a “Caution” on this Scale, it may be due to the fact that they were randomly answering the questions; or it may simply be a “false negative.”

Interview the Applicant carefully to attempt to determine what may have triggered the “Caution” score.

Feedback Report: Inflated Response

INFLATED RESPONSE SCALE - CUSTOM INTERVIEW QUESTIONS

This Applicant scored a caution on the “Inflated Response” Scale. This indicates they responded to the Survey in an unusually favorable manner. Use the information below to help discern why the Applicant received a “caution” on this scale.

INFLATED RESPONSE SCALE – Typically a “caution” score on this scale indicates one or more of the following:

1. The Applicant responded to the Survey in a highly optimistic manner (the Applicant may, in fact, be a superior performer).
2. The Applicant is attempting to make a very favorable impression (i.e. cheat).
3. The Applicant has an unrealistically positive view of himself/herself (i.e. blind to personal weaknesses).

At this point, all we know is the Applicant’s responses are unusually high. The information below has been designed to assist you in determining why the Applicant triggered the “caution” score. These questions have been designed to get the Applicant to admit to being something “less-than-perfect.” If they are “unaware” or “unable” to respond to the following interview questions, proceed with a high-degree of caution.

QUESTION 1: [If responsible for patient care]

At one time or another, everyone makes mistakes on-the-job. Please give me an example of the last mistake you made on-the-job, and how that impacted patient care.

[If there is no direct patient contact]

At one time or another, everyone makes mistakes on-the-job. Please give me an example of the last mistake you made on-the-job, and how that impacted your work.

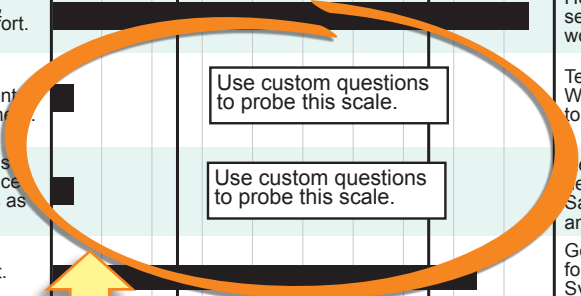
- Who discovered the mistake?
- What did you do when you learned of the mistake?
- What could have been done to prevent the mistake?
- What did you learn from this experience?

Feedback Report

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 (scores 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.

Nursing 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 changes in priorities and demands.
MULTI-TASKING Ability to manage multiple tasks simultaneously.	Frustrated by multiple demands. Focus on one thing at a time.											Effectively 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.



Custom Interview Questions are provided to follow-up on any scores in the "Low" range. The "trigger-point" may be adjusted to meet specific organizational goals and initiatives (e.g. create a culture of service).

JOB PREVIEW MATRIX

Review the job requirements. Probe requirements where an applicant has expressed "reluctance" or "refusal." Refer to the Staff Assessment 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					

Areas where an applicant expresses **reluctance** or **refusal** should be probed during the interview (if job related).

Notes:

Feedback Report

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 INTRODUCT

"I am going to ask you a few questions about the work you've had. Others may ask you similar questions. The purpose of the interview is to gather information about you, your skills, and your interest in our organization and this position. How do you get started?"

Conducting the Bo

- 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

The Staff Assessment utilizes a structured, behavioral interview process:

- A structured format increases the reliability and consistency of the interview.
- Behavioral interviews more accurately predict an applicant's potential for success than traditional or situational interviews.
- Questions are designed to reveal examples of past performance to assess the applicant's proficiency in job-related situations.

Notes:

Feedback Report

Custom Interview Questions are provided for all scores in the "Low" range of the **Service & Values Scales**.

Interviewers are encouraged to probe these areas to ensure the applicant's "Fit" is in alignment with the job requirements and the Organization's culture.

CUSTOM INTERVIEW QUESTIONS

This section of the interview guide provides you with specific questions to probe (based on the applicant's assessment results). Use these questions to determine if the applicant is a good fit for the culture and environment.

TEAMWORK – This individual scored low on the Teamwork scale. Individuals who score low on this scale may have difficulties working in team settings, being a "loner," or, they may have conflicts with others. Use these interview questions to probe this issue further.

QUESTION 1: Much of the work in our hospital (organization) is accomplished in a group or team setting. Please describe the most recent project you've worked on as part of a team.

- What was your role on the team?
- What was your main contribution? Was the effort of the team successful? How?
- What factors led to the success (or failure) of the team?

QUESTION 2: We all have disagreements with a coworker at some point in time. Tell me about a time you had a personal conflict with another member of your work team.

- How did you deal with the conflict? If you had to deal with it again, what would you do differently?
- Have you had any similar problems with the person since that time?
- What did you learn from the experience that has been helpful in similar situations?

QUESTION 3: Not all teams function effectively. Tell me about a time when a team you were involved with, had problems getting its work done effectively.

- Were the problems resolved? How so?
- What part did you take in resolving the problems?
- How could the problems have been avoided?

RED FLAGS:

- 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 or no importance on being a member of a team.
- Continually "puts down" team or individual members.

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.

NOTES:

Q1: Worked on quality improvement team to improve quality of patient care

- five on team
- Volunteered for team
- Responsible for collecting patient satisfaction info
- Did pre/post measure of satisfaction-seemed to work->said "I" a lot
- Two key members didn't show-up to mtgs & didn't contribute (3 did all the work)

Q2: Very bossy person--always telling what to do (not do) e.g., How to start IV

- finally got "fed-up" and "gave her a piece of my mind"
- Seemed to work, but "doesn't talk to me much anymore"
- Maybe should have had a more "adult conversation" vs "unloading" on the person

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

Notes:

Feedback Report

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.

QUESTION 1: 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?

QUESTION 2: 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?

QUESTION 3: 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?

QUESTION 4: 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 FLAGS:

- 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:

Q1: Patient upset with food service. He had dietary restrictions that prevented him from getting what he wanted. Hollered at me and demanded I get him some "real food."

- Let him know that the dietary restrictions were for his own protection and I didn't have control over his menu options.
- He "went nuts" & wanted to speak to the Charge Nurse immediately (she was with another patient). Got mad & used profanity--said he'd get his family to bring food from outside the hospital.
- Charge Nurse was able to calm him down by reviewing other food choices on the menu.

Q3: Family not happy--felt that "always waiting for promised test results"

- Couldn't do much, but "key is to always DO SOMETHING" e.g., get hold of charge nurse e.g., call the lab. Doesn't change anything, but "doing something makes em feel better"

NOTE: No effort to change or improve system.

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

Notes:

Feedback Report

The **Structured Interview Guide** provides a behavioral-based interview tailored for each of the five Job Families (Nursing, Patient Care, etc.).

This interview guide may be customized to include any additional competencies/questions you desire. In addition, peer/panel interview guides may be integrated directly into the Feedback Report.

Structured Interview Guide - Nursing

The following questions are targeted for Nursing related positions. Use

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

What led you to apply for this position?

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

QUESTION 1: [Customer Focus/Time Management]

Give me an example of when you had to deal with an overly demanding patient – someone who demanded constant attention to the point where it impacted your ability to get other important work done.

- Exactly what did you do?
- Why did you decide to take this approach?
- If you were in a similar situation again, would you do anything differently? Why/why not?

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 himself 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

Working as a Floor Nurse & assigned male patient receiving hip replacement
 • Didn't like his room & constantly complained about roommate
 • Complained about everything & continually using call button

ACTION

- Explained that Short-staffed & having difficulty.
- Finally had to take away call button.

OUTCOME

"Checked on patient every 15-20 min." Patient filed complaint against me.

Marginal Response
(Bottom 20% of Candidates)
 1 POINT

Fair Response
 2 POINTS

Satisfactory Response
 3 POINTS

Very Good Response
 4 POINTS

Optimal Response
(Top 20% of Candidates)
 5 POINTS

QUESTION 2: [Multi-Tasking/Stress Tolerance]

Provide an example of how you've managed your workload when your unit was short-staffed?

- How did you maintain high levels of patient care?
- How did this affect your attitude and stress level?
- How do you typically manage job-related stress?

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.
- Willing to "step up" when short-staffed.
- Sees some stress as part of the job and has a method or approach for dealing with stress.

SITUATION

Already short & 2 called-in sick.

ACTION

- Said "key is to utilize other resources."
- Used some mgmt personnel
- Got a couple of additional Aides to help with some of the "hands-on" work
- Tried to "keep an upbeat attitude" & provide best possible service.

OUTCOME

- Saw as a "realistic part of the job".
- Patients didn't notice any fall off in service and all work was done on time.

Marginal Response
(Bottom 20% of Candidates)
 1 POINT

Fair Response
 2 POINTS

Satisfactory Response
 3 POINTS

Very Good Response
 4 POINTS

Optimal Response
(Top 20% of Candidates)
 5 POINTS

Notes:

Feedback Report

Structured Interview Guide - Nursing

QUESTION 3: [Attendance]

Other than authorized days-off, how many times in the last six months have you missed a day of work?

- What, if anything, could you have done to avoid missing those days?
- What do you feel are legitimate reasons for missing work?
- What are some reasons you feel are not legitimate for missing work?

Almost everyone is late for work at some point. Please tell me about the last time you were late for work.

- What was the reason for being late? Has this happened before?
- What steps do you think you could take to avoid this problem?

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

Q1. Deal with problem at son's school
Couldn't avoid--problem at school required immediate attention

Q2. Last month power went out & alarm didn't go off

ACTION

Q1. Just twice--sick one day
Tries to plan everything around work. Doesn't actually plan & could not provide planning examples.

Q2. Felt had "no control over power". Happened once before--2 hours late.

OUTCOME

Q1. Missed twice in last 3 months, 6 times in last year.
Proud of attendance record.

Q2. Current attendance rating is average with 3 times late in last 6 months.

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

QUESTION 4: [Self-Control/Stress Tolerance]

Everybody encounters difficulties at work. Describe the last time everything seemed to be going wrong at work and you became frustrated.

- What was the situation?
- How did you deal with the situation?
- Were you able to maintain a positive outlook? Why/why not?
- Is this typical for you? Why/why not?

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

Everybody having problems on floor (hectic)-call lights on, family members at desk, patient having respiratory problems & unable to get Therapist to floor, & scheduled to give out AM meds

ACTION

- Ask for help-at hospital have what are called SWAT Nurses for such situations
- Inform family members that doing meds, will answer questions then - excuse and deal with most pressing call lights
- Made another call for Therapist

OUTCOME

- Said "happens a lot so used to it"
- Patients were happy, no complaints, boss gave informal recognition.

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

Notes:

Feedback Report

Structured Interview Guide - Nursing

QUESTION 5: [Attention to Detail]

When completing tasks at work, mistakes can easily be made. Tell me about a time when you avoided making an error as a result of rechecking your work.

- What were you working on?
- What steps did you take to recheck your work?
- How did you find the mistake?
- What problems were avoided as a result of finding the error?

RED FLAGS:

- Inability to cite a specific example.
- Lacks focus and concern regarding attention to detail.
- "Stumbled upon the error" vs. systematically checking work.

LISTEN FOR:

- Having a "system" or method for ensuring accuracy.
- Behavior is indicative of being well organized and orderly.
- Ability to provide example(s) of catching errors or mistakes.
- Enjoys working on the details of a project/task.

SITUATION

During routine check, found error. Doc ordered MRI for a patient.

ACTION

Remembered that patient had a pacemaker (checked & sure enough).

OUTCOME

Checked with Doc, who switched order to CT scan.

Marginal Response

(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response

(Top 20% of Candidates)

5 POINTS

QUESTION 6: [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 feel about the change? What about your coworkers?
- What steps did you take to adjust to the change?
- In the end, how did things work out?

RED FLAGS:

- 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.

SITUATION

Total computerization of all aspects of patient care (orders, charting, etc.).

ACTION

Didn't like:
 • More time consuming to enter. Example provided.
 • More work because Doc's "dump" their entry on us.

OUTCOME

Still don't like, but a reality so have to make the most of it.
 Supervisor warned of poor attitude so now just lives with system.

Marginal Response

(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response

(Top 20% of Candidates)

5 POINTS

Notes:

Feedback Report

Structured Interview Guide - Nursing

QUESTION 7: [Situational Judgment]

As a nurse, the ability to work independently and be self-sufficient are strong assets. However, sometimes it's more advantageous to get others' opinions and input rather than react alone on an issue. How do you know when to rely on yourself versus relying on others?

- What approach or tactic do you typically rely on?
- Has this approach been successful for you in the past? How? Provide examples.

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

New type of equipment, such as IV or Insulin pumps

ACTION

"My first rule is check with others when outside my area of expertise. Consulted with other Nurses and discussed differences from older equipment."

OUTCOME

Accepted change, confident enough to consult others.

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

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

Technical Questions - Nursing

Use this section to write-in technical questions which evaluate the applicant's KSA's (Knowledge, Skills and Abilities) relating to the specific job description.

USER-DEFINED QUESTION 1:

Suppose you are treating an elderly African American woman with hypertension. How would you explain her condition and treatment?

NOTES:

Keep simple: "When blood pressure is high it causes the heart to work harder at pumping blood around the body.
African American & age -> increased incidents of hypertension
-> meds lower & allows heart to pump--really important to take as prescribed"

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

USER-DEFINED QUESTION 2:

What steps would you take to treat a patient admitted with CHF?

NOTES:

#1 Listen to lung sounds (adventitious breath sounds)
#2 Check lower extremities for edema
#3 Check abdomen for distention
Why: for left & right sided heart failure. Other Info: Lab values (e.g., BNP)
NOTE: failed to mention checking neck for JVD (even when probed).

Marginal Response
(Bottom 20% of Candidates)

1 POINT

Fair Response

2 POINTS

Satisfactory Response

3 POINTS

Very Good Response

4 POINTS

Optimal Response
(Top 20% of Candidates)

5 POINTS

Notes:

Feedback Report

Structured Interview Guide - Nursing Technical Questions - Continued

USER-DEFINED QUESTION 3:

How would you manage the care of a patient transferred after abdominal surgery?

NOTES:

#1 Elevate the head of the body
#2 Med for pain → then spri-metry
Other: Meds that might be ordered
NOTE: forgot about turning every 2 hrs & ambulate as soon as possible



Why: promote pulmonary expansion & prevent pneumonia

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
<input type="checkbox"/> 1 POINT	<input checked="" type="checkbox"/> 2 POINTS	<input type="checkbox"/> 3 POINTS	<input type="checkbox"/> 4 POINTS	<input type="checkbox"/> 5 POINTS

USER-DEFINED QUESTION 4:

How would you care for a patient with CHF that's having difficulty breathing?

NOTES:

Key is to check electrolytes--especially potassium levels
Why: Lasix removes water from body which pulls potassium with it
→ if low potassium, then risk for cardiac arrest

Marginal Response (Bottom 20% of Candidates)	Fair Response	Satisfactory Response	Very Good Response	Optimal Response (Top 20% of Candidates)
<input type="checkbox"/> 1 POINT	<input type="checkbox"/> 2 POINTS	<input type="checkbox"/> 3 POINTS	<input checked="" type="checkbox"/> 4 POINTS	<input type="checkbox"/> 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 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 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).

User Name: client **Password:** hire4fit Note: The User Name and Password are case-sensitive.

Notes:

Feedback Report

Applicant Summary Score Sheet - Nursing

Date/Time: 1/12/11

Applicant Name: _____

Position: Floor Nurse

Interviewer Name(s): _____

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 applicants)</small>	1	2	3	4	5
SCORING LEGEND: 1 = Marginal 2 = Fair 3 = Satisfactory 4 = Very Good 5 = Optimal					4	Average Score

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					3.5	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 <small>(If Applicable)</small>	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					3	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	1	4	4
JOB FIT / SERVICE & VALUES	1	3.5	3.5
INTERVIEW RESULTS	2	3	6
FINAL APPLICANT SCORE			13.5

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 HealthcareSource at 800.869.5200 or support@healthcaresource.com

Notes: