

SELECT for Healthcare

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Survey Results for Patricia Example

ID:

Test Date: 11/21/2007 2:50:33 PM

Organization: Standard Reports

This Report Is Confidential

- Lock it up
- Don't leave it out
- Don't show it to the candidate

Use This Report To Make Good Decisions

- Retest or avoid candidates with Invalid results
- Avoid candidates with Avoid scores
- Use interview probes and other report information to evaluate Okay, Good or Better candidates.
- Combine information from all sources (survey, interview, references, etc.) to make a final decision.

Random Response:

A check for random responding. If Invalid, the candidate could not or did not read the test well enough to avoid responding randomly, and these results should not be used.

Valid	Invalid
X	

Integrity Index:

A measure of the candidate's attitudes about personal integrity and work ethic.

Score:	Avoid	Good
17		X
	0-11	12-17

Performance Index:

A measure of the traits associated with successful performance in this job.

Score:	Avoid	Okay	Good
27	X		
	0-27	28-30	31-41

Performance Sub-scale Analysis:

The table presents the candidate's scores for each sub-scale of the Performance Index.

Flagged areas should be probed in the interview.

Subscale	Okay	Flag*
Energy (activity level; action orientation)	X	
Frustration Tolerance (remain emotionally positive in spite of frustration)	X	
Accommodation to Others (willingness to accommodate the desires of others)	X	
Acceptance of Diversity (tolerance of others different from self)	X	
Positive Service Attitude (appreciation of the service role)	X	
Multi-Tasking (juggle many tasks)	X	
Empathy (concern for the feelings of others)		X
Rapport (put others at ease)		X
Accountability (accept personal responsibility for performance)		X

*If flagged, see interview probe suggestion(s) in later section.

Job Task Responses:

How willing are you to . . .	Would do it and enjoy it	Would do it	Would do it, but not like it	Would not want to do it	Would not do it
Work weekdays?		X			
Work evenings or nights?	X				
Work weekends?		X			
Work holidays?		X			
Work overtime?	X				
Commit to being on time, every time?	X				
Work on an on-call basis?		X			
Work cooperatively with others?	X				
Work directly with patients & families?	X				
Work with patients who have contagious diseases?		X			
Work with emotionally upset patients & families?		X			
Work with terminally ill patients?		X			
Follow strict procedures?		X			

The table above reports the candidate's stated willingness to do tasks commonly required in jobs similar to this one. Indications of reluctance should be probed during the interview.

SELECT for Healthcare **Counterproductive Behaviors**

In this section, undesirable responses by the candidate to theft, job commitment, work ethic, resistance to direction, safety, etc. questions are presented. The total number of survey questions for each topic is given in parenthesis. The candidate selected an undesirable response to the following:

JOB COMMITMENT (10 possible questions)

- How many employers have you had in the last three years? . . **Three**

WORK ETHIC (6 possible questions)

- It would bother you very much if you knew another employee was losing the company money by wasting time. . . **Disagree**

Preparation:

- Review the application form
- Review the test results

STEP 1: Open the Interview

Hello, my name is _____ and I'm the _____ (your position). We're pleased that you are interested in this position. The purpose of this interview is to learn more about you and your work experiences. I will be asking you some questions about your previous experience, how you approach certain things, etc. You will probably see me jotting down some notes -- that's to help me remember better what you said after the interview is over. There are no correct or incorrect answers; what we want is to learn more about you. At the end, I'll leave some time to answer any questions you might have. If you are ready, we can begin.

STEP 2: Review the Application and Investigate Potential Problem Areas

- | | |
|--|--|
| <input type="checkbox"/> All blanks completed? | <input type="checkbox"/> Employment gaps? |
| <input type="checkbox"/> Application signed? | <input type="checkbox"/> Extremely high or low earnings? |
| <input type="checkbox"/> Several jobs in the last 2 years? | <input type="checkbox"/> Earnings show progress? |
| <input type="checkbox"/> Vague reasons for leaving job(s)? | <input type="checkbox"/> Can complete all essential functions? |

Example Questions:

I see that you were unemployed from _____ to _____. Please tell me about this period of unemployment.

I see that you left your previous employer for personal reasons. Would you explain further?

I noticed that you have changed jobs frequently in the recent past. Why?

STEP 3: Review Test Flags and Begin In-depth Questions

While asking the following interview questions, be sure to listen and probe in the following areas:

- Low Empathy
- Low Rapport
- Low Accountability

1. Tell me about your responsibilities in your previous (or current) job. Which did you like most and why? Also, which did you like the least and why? (*Listen for relevant work experience and likes and dislikes that may or may not fit this job.*)

2. Why are you considering leaving or why did you leave your current/last job? *(Listen for reliability, job fit.)*

3. What attracts you to this job in our company? Why? *(Listen for a desire to work and a desire to serve others as well as an interest in your organization.)*

4. How would you describe yourself as an employee? What are your strengths? What things do you think you might need to improve? *(Listen for work ethic, willingness to serve others.)*

5. Tell me about a time when you were asked to do numerous tasks in a short amount of time. *(Listen for an ability to multi-task, set priorities and work quickly under pressure.)*

6. Tell me about a time when you were asked to follow certain procedures, yet you believed there was a better way of doing things. *(Listen for a willingness to work within prescribed guidelines and follow procedures.)*

7. Tell me about a time when you were asked to do a task you knew nothing about or a time when you had to solve an extremely difficult problem. *(Listen for self-reliance and personal responsibility for achieving results.)*

8. Give me an example of a time when you were under a lot of pressure and stress at work or school. *(Listen for an ability to handle frustration, remain composed and work under stressful circumstances.)*

9. What type of people do you like best? And least? Why? *(Listen for openness and a lack of prejudice.)*

10. What have you found to be or what do you think will be the most important things to say or do when working with patients and their families? *(Listen for empathy, service knowledge, service values.)*

11. Describe a situation in which you saw someone "go the extra mile" for a customer or a patient. *(Listen for service knowledge, willingness to accommodate others and service values.)*

12. What would you do if a patient or family member with whom you are working became emotionally upset?*(Listen for appropriate amounts of empathy and professionalism.)*

13. From your understanding of the job, what aspects of the job will you like the most? What are some things you might dislike? *(Listen for job knowledge and job fit responses.)*

If you are still concerned about the Performance Flag areas, here are some additional questions to ask:

Low Empathy: Have you worked in healthcare previously? Have you experienced emotionally upset people in other situations? How do you deal with people in these situations? How should these situations be handled? (Listen for a willingness and a capacity to display empathy and compassion.)

Low Rapport: Tell me about the interpersonal part of your previous jobs. Did the job require you to interact frequently with co-workers? With patients? Strangers? Describe your interactions with patients (strangers). Do you like this part of a job? (Listen for an ability to relax and interact naturally with people. Try to determine if he/she will be able to develop rapport with most patients.)

Low Accountability: Have you worked in a job for which your output was measured? Did you receive a performance appraisal from your supervisor? How do you feel about being measured or rated? Were your ratings fair? (Listen for a comfort or resistance to being evaluated against a performance standard.)

SELECT for Healthcare **Interview****STEP 4: Conclude the Interview**

Those are all the questions that I have for you. I appreciate the time that you have given to me. Is there anything that you would like to ask me?

STEP 5: Make the Hiring Decision

- Resist the temptation to hire someone just because you need to fill the job. You are likely to pay for a hiring mistake both in money and time.
- Focus on how well the candidate fits the demands of the job, not how much you like the candidate's personality or how much you have in common with the candidate.
- The selection process is designed as an aid to the well-reasoned judgment of a hiring manager, not a replacement for this judgment. In the end, every hiring decision is a judgment call. Use the tools provided in this process to inform your decision, not make it for you.

Use the following checklist to guide your decision. Please indicate your recommendation and write your comments in the appropriate Recommendation box. In addition, write your initials in the Initials column.

	Actions	Recommendation		Initials
Review Application	Not Acceptable	Some Reservations	Consider Further	
Prescreen (Optional)	Not Acceptable	Some Reservations	Consider Further	
Test Candidate & Review the Test Results	Not Acceptable	Some Reservations	Consider Further	
Behavioral Interview	Not Acceptable	Some Reservations	Acceptable	
Reference Checks (Optional)	Not Acceptable	Some Reservations	Acceptable	
Background Check (Optional)	Not Acceptable	Some Reservations	Acceptable	
Decide	Do Not Make Offer	Eligible At Later Date	Make Offer	
Drug/Medical Screen (Optional)	Fail		Pass	

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