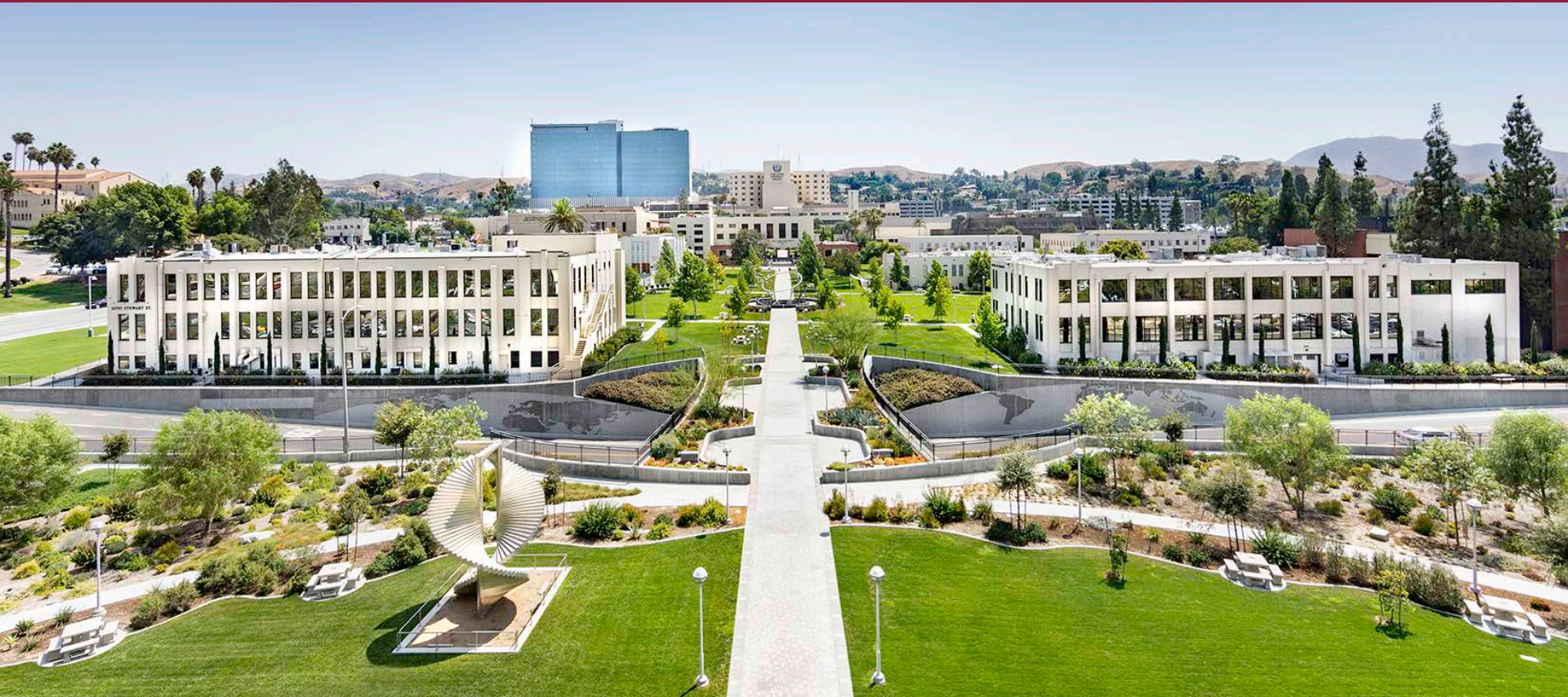


Interviewing for Values Fit & Position Competencies

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**LOMA LINDA UNIVERSITY
HEALTH**

**Many Strengths.
One Mission.**

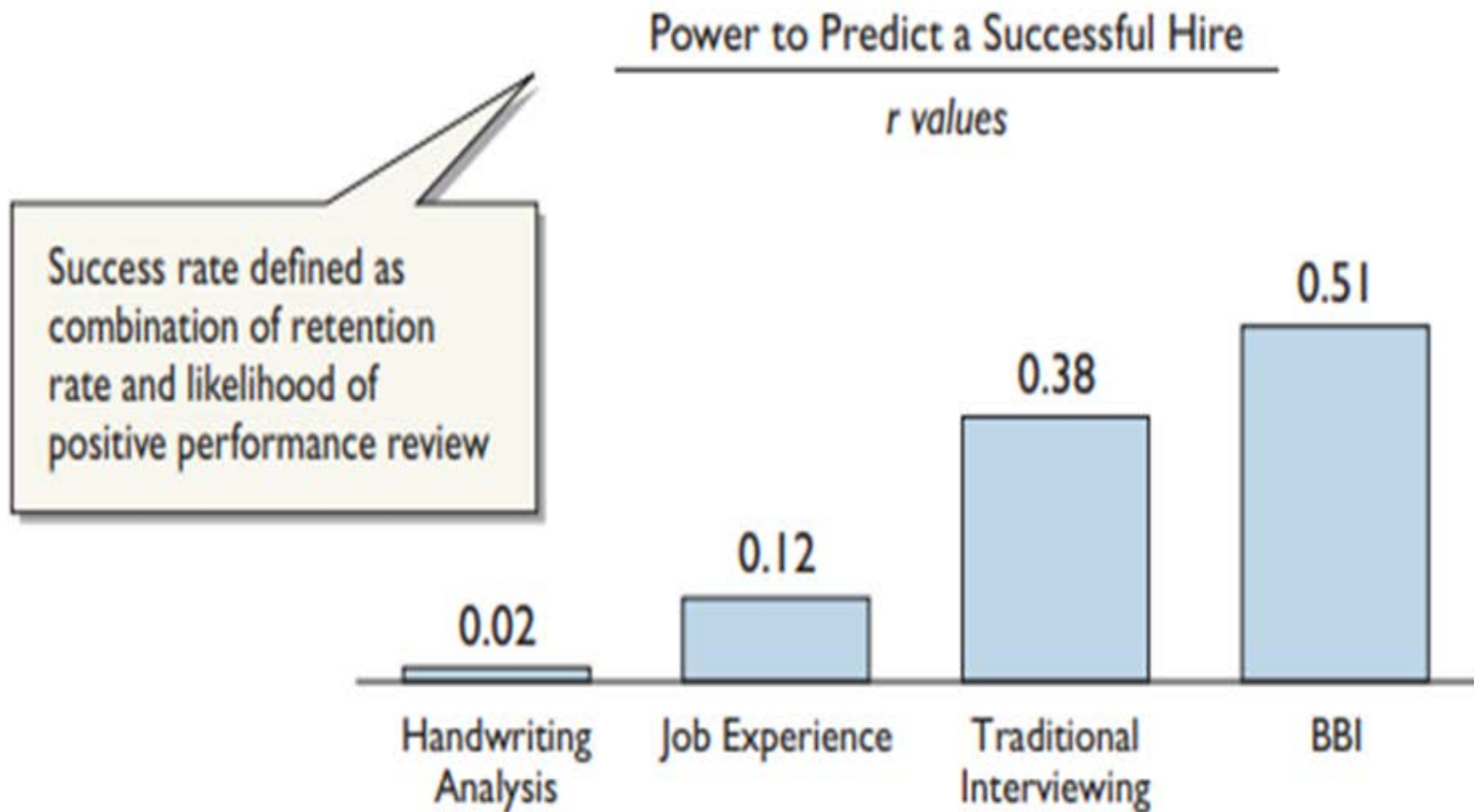
Objectives

- »How to establish competencies for a position
- »How to implement behavioral based interviewing questions to ascertain competencies and organizational values
- »How to effectively conduct a behavioral based interview, including examples

Cost of a Bad Hire



A Better Way



Source: Schmidt, F. and J. Hunter. "The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings." *Psychological Bulletin*. 124(2): 262-274. (1998).

Predicting Future Behaviors

The **BEST**
predictor
of future
behaviour
IS PAST
behaviour

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Behavioral Interviewing

- »1. An organization determines the behavioral competencies most critical to excelling in a position.
- »2. Interviewers then prompt candidates to identify concrete past experiences in which the targeted behaviors would have been tested and ask open-ended follow-up questions to ascertain how candidates, in fact, reacted.

What are Competencies and Why Use Them?



What behaviors are important or strategically critical to this position?

Some Competency Examples:

- » Accuracy/Attention to Detail
- » Delegation
- » Adaptability/Flexibility
- » Energy
- » Analytical Skills/Critical Thinking
- » Getting Along with Others
- » Anticipates Needs
- » Initiative
- » Business Partner
- » Negotiating Skills
- » Clinical/Professional Knowledge
- » Clinical/Professional Skills
- » Organization/Time Management
- » Coaching/Personal Leadership
- » Patient Safety
- » Communication and Interpersonal Skills
- » Patient-Centered
- » Creativity/Innovation
- » Quick Study/Quick Learner
- » Customer Focus
- » Respect for Standards
- » Decision Making
- » Tolerance for Stress

Benefits to using Competency-Based Approach

» Competencies provide direction.

- ~ It is what people need to do to produce the results the organization desires.

» Competencies are measurable.

- ~ Evaluate the extent to which employees demonstrate the behaviors that are critical to meet strategic objectives.

» Competencies can be learned.

- ~ Unlike personality traits, competencies are characteristics of individuals that can be developed and improved.

Establishing Behavioral Competencies

Critical Job Activity	Required Skills/Competencies
1.	A. B. C.
2.	A. B. C.
3.	A. B. C.
4.	A. B. C.
5.	A. B. C.

Establishing Behavioral Competencies Continued

Sample Position: Unit Secretary	
Critical Job Activity	Required Skills/Competencies
1. Greet patients	a. Customer service [†]
2. Answer phones	a. Communication [†] b. English language proficiency c. Multi-tasking [†]
3. Enter data	a. Familiarity with Microsoft Word/Excel b. Multi-tasking [†]
4. Schedule meetings	a. Communication [†] b. Dependability [†] c. Familiarity with Microsoft Outlook

Narrowing to Most Critical Competencies

Sample Position: Unit Secretary	
Behavioral Competencies	Technical Skills
• Customer Service	• Familiarity with Microsoft Word/Excel/Outlook
• Multi-tasking	• English language proficiency
• Communication	
• Dependability	

Values

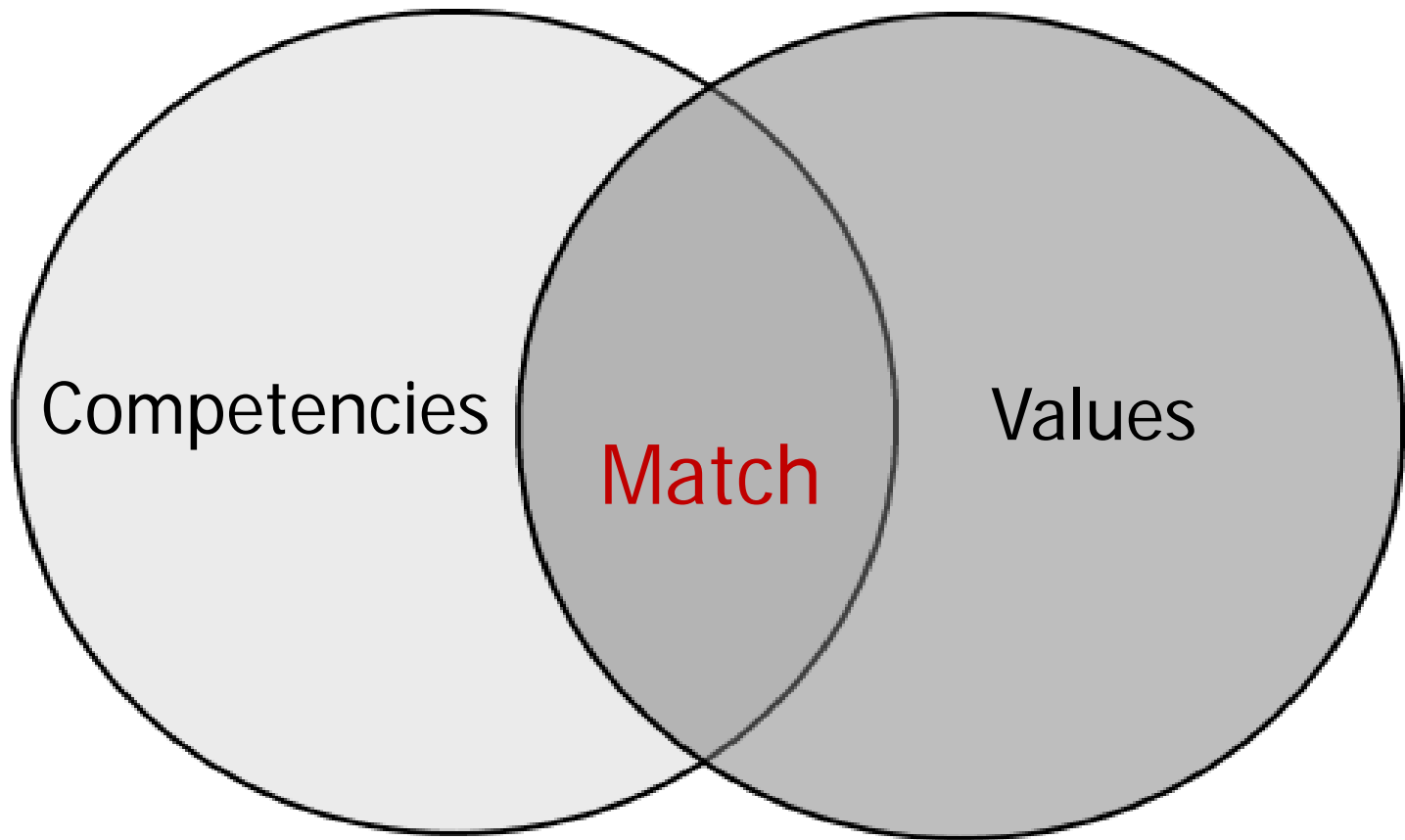
» Behaviors that have been determined to be important to your organization, the traits you expect all employees to demonstrate.

» Example: **Loma Linda University Health**

- ~ Compassion
- ~ Excellence
- ~ Humility
- ~ Integrity
- ~ Justice
- ~ Teamwork
- ~ Wholeness



Finding the Right Match



“IF YOU DON’T KNOW
WHAT YOU’RE
LOOKING FOR, YOU
WILL NEVER FIND IT.”

-Unknown



Behavioral Based Questions

»Competency: Problem Solving

- ~ Describe a time when you were caught unaware by an unforeseen problem? What did you do? How did it turn out?
- ~ Tell me about a time when you had a co-worker that was difficult to work with? What did you do? What was the outcome?
- ~ Tell me about a time where you deviated from a plan or an assignment? What happened? How did it turn out?

Creating Specific Behavioral Questions

» Previous Question:

~ Describe a time when you were caught unaware by an unforeseen problem? What did you do? How did it turn out?

» Updated Question:

~ Describe a time when you encountered something in Microsoft Excel that you didn't know how to do. What did you do? How did it turn out?

Behavioral Based Interviewing (*BBI*)

How to do BBI

- » Behavioral Based Interviewing
 - ~ How do I start?
- » Use your map
 - ~ Stay on course by following your interview guide
- » Be prepared to “dig”

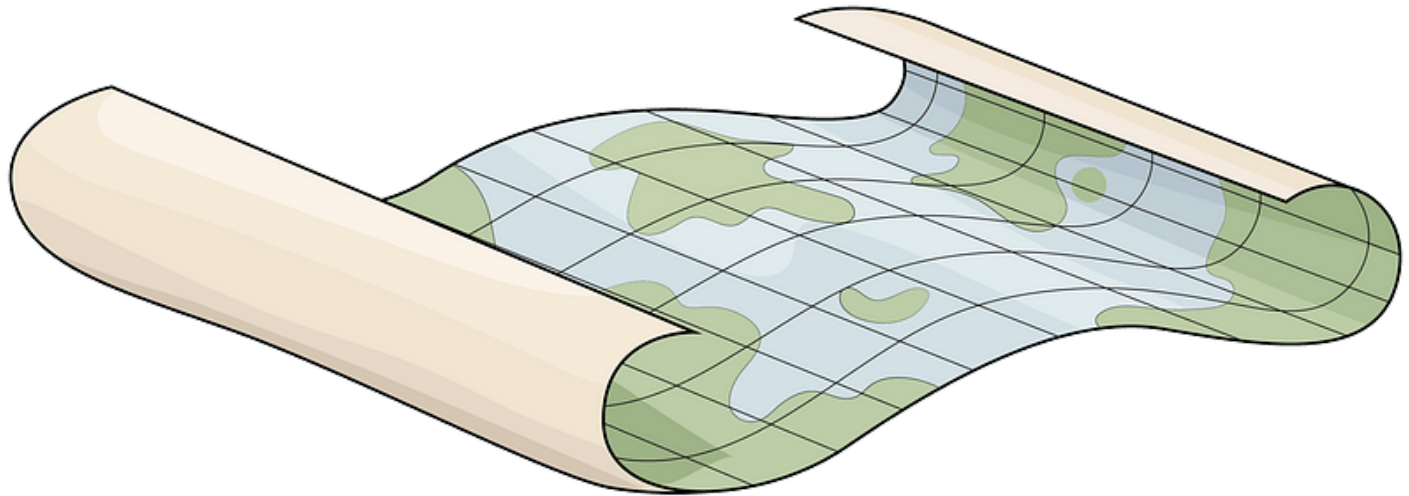
How do I start?

» Preparation is key. Know the following items well:

- ~ Interview Guide
- ~ Competencies of the job
- ~ Organization's culture
- ~ Department/Team culture
- ~ Management style that hired individual will work under
- ~ Candidate's employment and educational background

How to use your “map”

- » Remember, your interview guide is your “map”.
- » Keeps you on course
- » Provides structure to the interview



When it is necessary to “dig”?

- » Identify empty answers, missing parts, items that could be expanded on, etc.
- » “Dig” professionally and in a non-leading way.
You want an honest answer (details)
from the candidate.



Before you start asking questions

» Before you begin to start asking the Behavior Based questions

- ~ Have some familiarity with the questions
- ~ Be prepared for confusion
- ~ Be prepared to be asked to repeat the questions
- ~ Understand that it will be difficult to notate the whole answer. Short-hand note taking or using Key Words is recommended.

Additional tips before you start

- » Don't explain the key competencies
- » Breaking down the questions may help
- » Look for Values throughout the interview
- » Making the candidate feel comfortable at the start of the interview can be beneficial
- » Offer water
- » Ask how their day has been going
- » Ask how traffic was and if they had any difficulty finding the building

Instructions to candidate

» Before asking the first question, inform the candidate regarding:

- ~ Questions will require candidate to share a specific example/scenario
- ~ It is acceptable for the candidate to:
 - Take some time to think about the answer
 - Ask that the question be repeated
 - Use an example that is recent or not recent
 - Not include names or other information in their answer that might be considered confidential

Time to start asking questions

» Remember, answers should contain the following 3 parts:

» **Beginning**

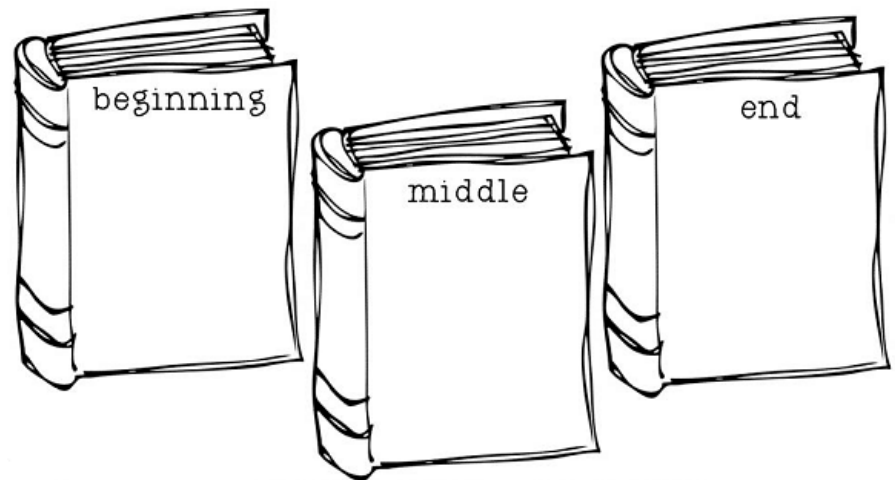
~ Background of situation

» **Middle**

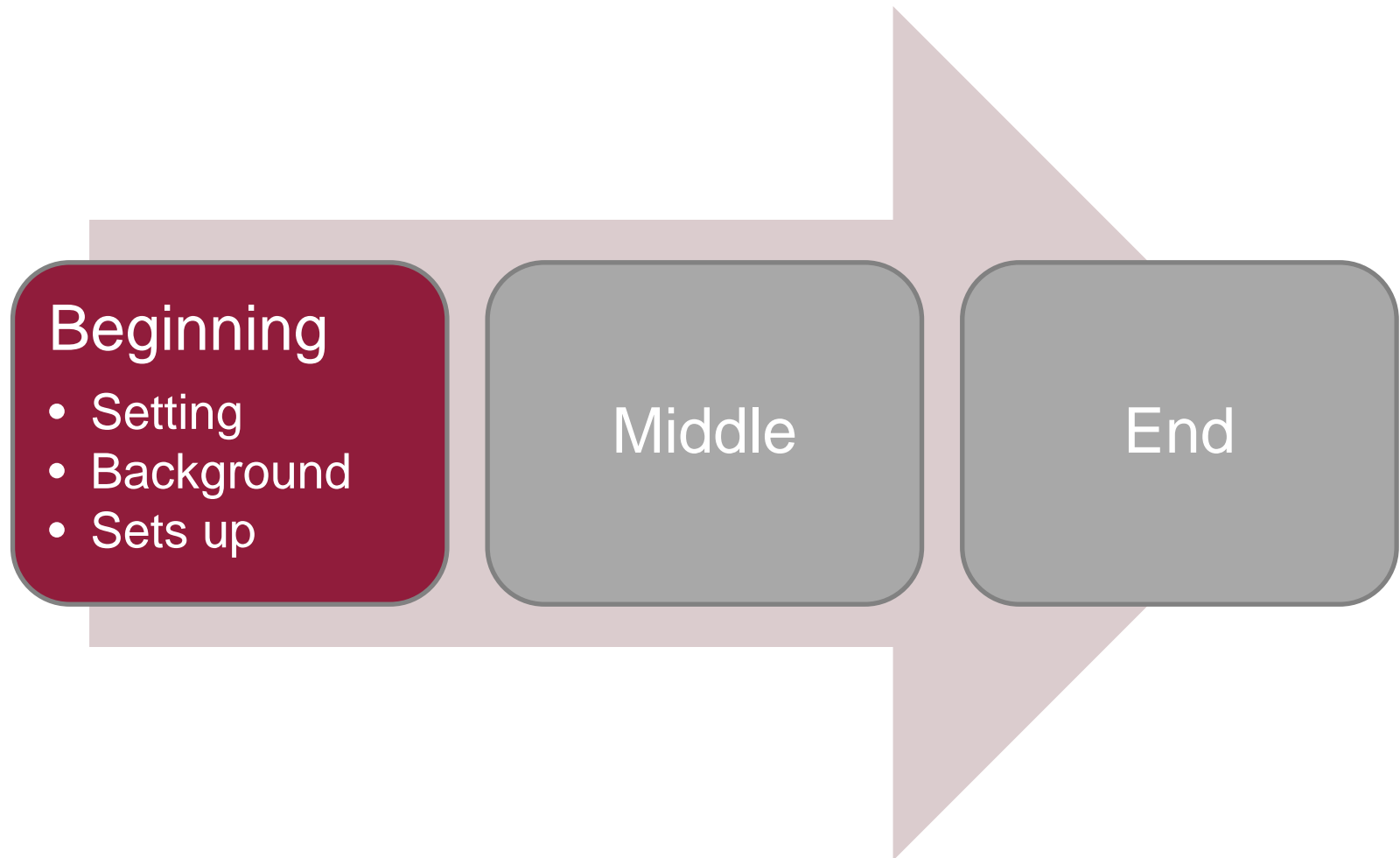
~ Action

» **End**

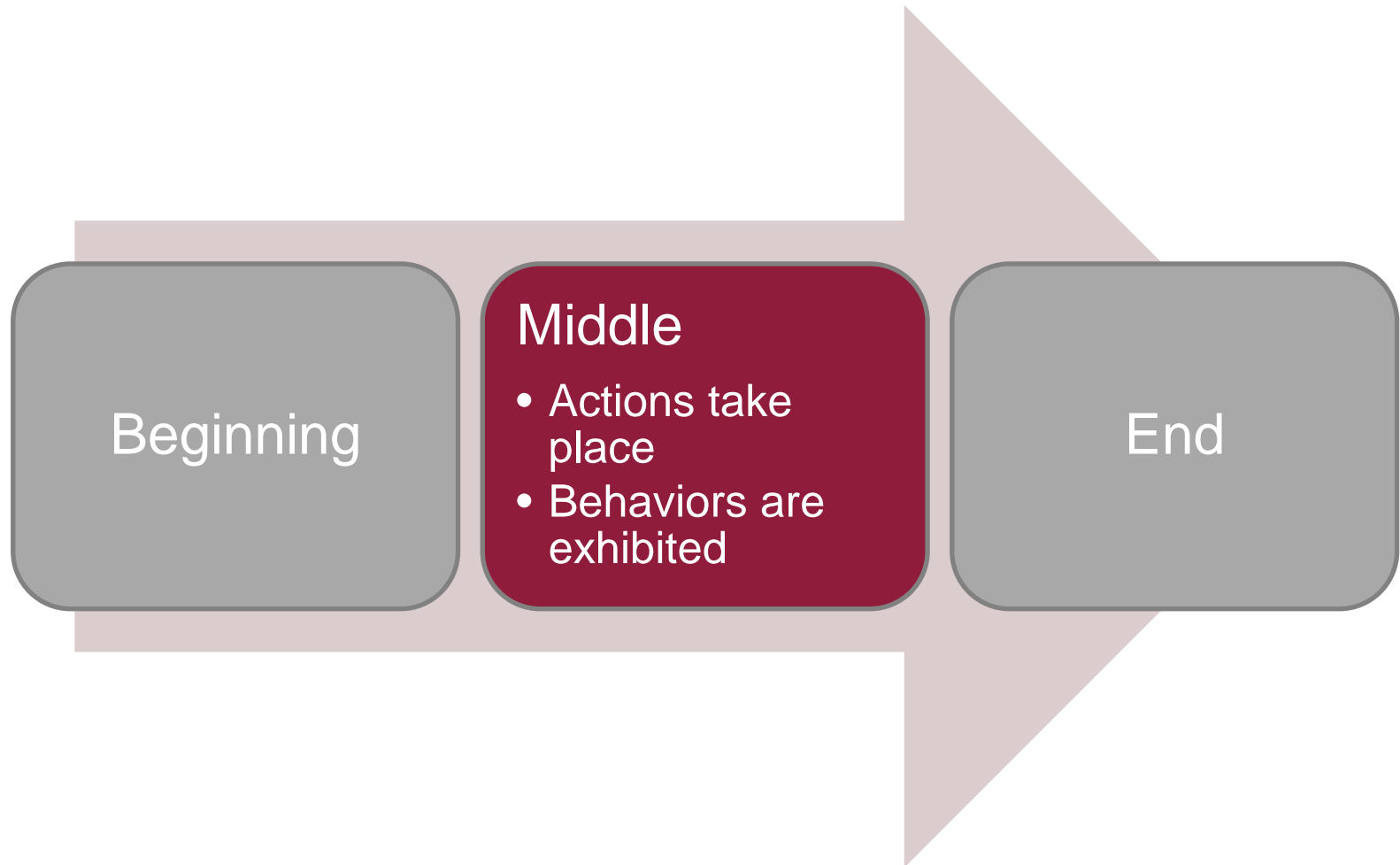
~ Outcome/results



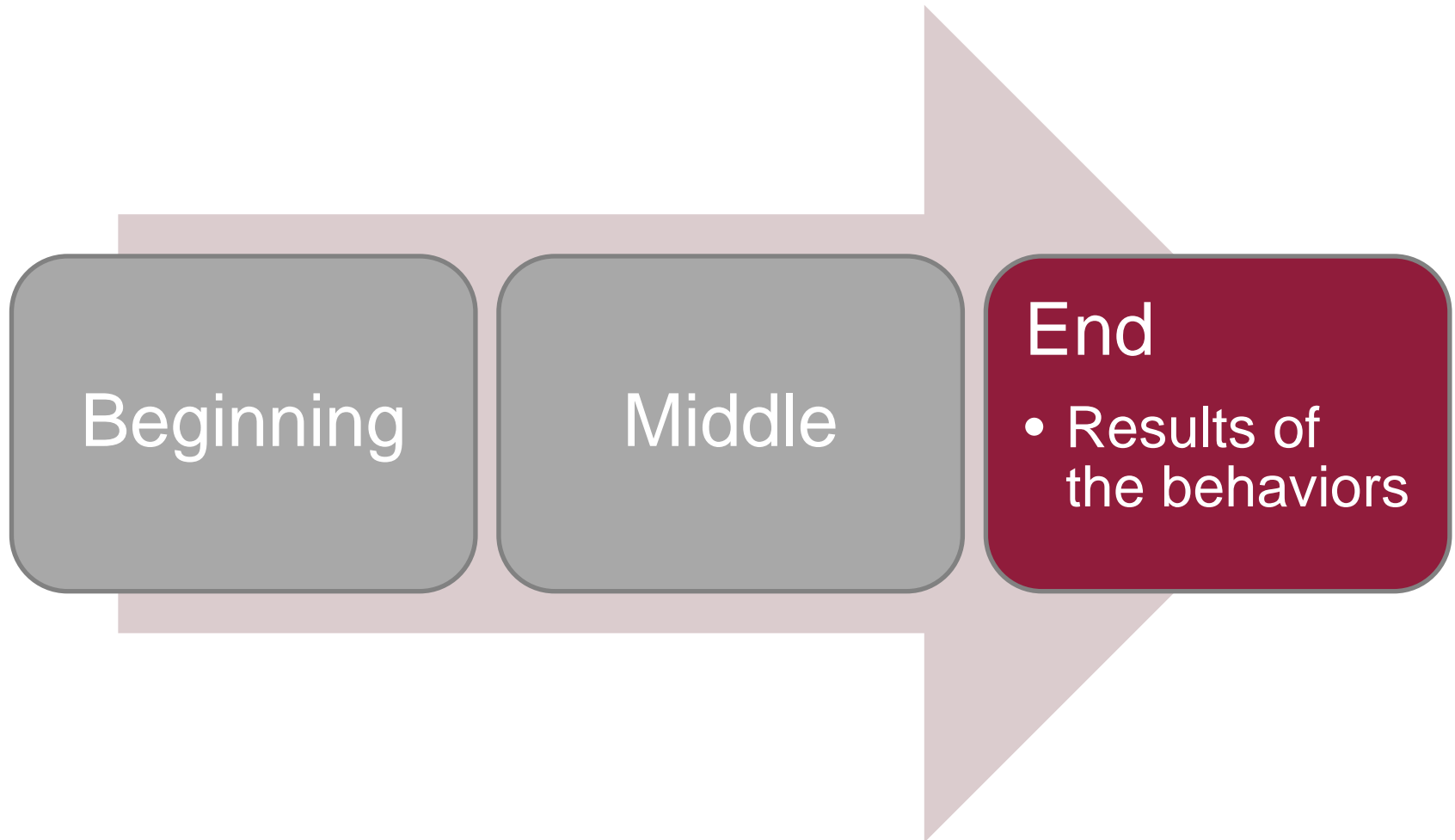
Beginning...



Middle...



End...



Examples of questions/answers

- » First example is a great answer that provides all three parts.
- » Second example requires “digging” to determine candidate’s behaviors

Example #1

»Question:

~ Please tell us about a time when you turned a negative situation into a positive one. What did you do? How did things turn out?

»(Purpose of this question is to assess competencies match for customer service, teamwork, and creativity.)

Beginning - Example

"I remember one day when I worked as a waiter, at Fast and Great Service Restaurant. It was very busy and we were not fully staffed. I also had a bad headache that day."

Key Takeaways - Beginning

- » Waiter job – a job that involves customer service skills
- » Very busy – possible multi-tasking and organization skills
- » Short-staffed – possible teamwork skills
- » Not feeling well – work ethic

Middle...

"A customer at a nearby table yelled 'Hello, can I get some service over here?'. He was visibly upset, I could tell from his tone and body language. Although I wasn't the assigned waiter for that table, I quickly walked over and told him I'd be happy to help. That I was almost done with taking the order for my assigned table and I'd be over to his table right away. I finished my table in about a minute and then went over to the upset customer's table. I apologized for the wait and proceeded to take his order. I again apologized to him and told him that we would work on getting his drinks and order to him and his party as fast as we could."

Middle....continued.....

"I was able to get the orders for my table, and the upset customer's table in to the cooks. I was also able to track down the waiter who was assigned to the table with the upset customer. I explained what had happened and that the order was being made by the kitchen. She was apologetic and explained that she was away due to tending to an emergency phone call involving a family member being hospitalized. I also informed my manager about the upset customer to see if there was anything we could provide such as a free dessert. The manager approved the dessert."

Key Takeaways - Middle

- » Recognized and acted upon situation immediately – customer service
- » Very busy – possible multi-tasking and organization skills
- » Short-staffed – possible teamwork skills
- » Not feeling well – work ethic
- » Spoke to Manager, possible free dessert – creativity and customer service

End

"I brought the food out to the upset customer. I apologized for the wait and informed the customer that we would like to offer a free dessert for him and his guests. He was happy and thanked me for my service. I found out about a week later, that he rated us five stars on our Restaurant's website review page and included very nice comments about myself and the Restaurant."

Key Takeaways - End

- » Great customer service exhibited again. Waiter apologized and offered a free dessert.
- » Customer was happy and rated the Restaurant with the highest rating possible in addition to nice comments.

Summary of Answer – Example #1

- » Answer was complete. Had all 3 parts/components
- » No digging needed
- » This is rare
- » Key competencies identified

Example #2

- » Same question as first example:
- » Please tell us about a time when you turned a negative situation into a positive one. What did you do? How did things turn out?
- » (Purpose of this question is to assess competencies match for customer service, teamwork, and creativity.)

Beginning

"Yes. That used to always happen at my last job. I worked as a waiter, at Fast and Great Service Restaurant. We would usually have an upset customer almost every day. It just happens in the restaurant business."

Middle

"Someone would get upset because they perhaps felt they weren't getting quick service. We would just do the best we could in those situations. Try to help the upset customer and others as fast as we could. Nobody should have to wait a long time."

End

"They typically would not give us a tip. Or they would complain to the manager. However, generally, they would leave the restaurant happy as we would offer a free meal or dessert and apologize for the wait. It usually turns out to be a great situation after all is said and done."

Empty Stories

- » They sound impressive
 - » Candidate thinks we want to hear
 - » Can't think of specific
 - » General/Vague
- ~ **Hint:** Stay out of the “woulds & allys”

Red Flags “Woulds” & “Allys”

Generally

Usually

Typically

Always

Would

Could

Should

Red Flags

Clues to Empty Stories

- » “I always pitch in and help when I am needed”.
- » “We should always go out of our way for others.”
- » “I usually handle complaints very well”.
- » “If a problem comes up, I would call on my professor”.

Dig, Dig, and Dig More

- » Leading
- » Theoretical
- » Behavioral



Leading

- » Most commonly used
- » Moves things along
- » Finishes thoughts
- » Avoids silence

» Examples:

- ~ “*So...did you learn a lot from that situation?*”
- ~ “*Did everything work out well?*”



Theoretical

» “Woulds & Allys”

» Tell us what they think we want to hear

» Examples :

~ *“How do you usually handle stressful situations?”*

~ *“What would you do if you had received a ‘C’?”*



Behavioral

- » Behavioral = Behavioral
- » Requires the candidate to describe a specific behavioral example and result
- » Examples:
 - ~ *“Tell me about a time when you forgot something important”. (Beginning)*
 - ~ *“What did you do?” (Middle)*
 - ~ *“How did the situation turn out?” (End)*



Things to Remember

- » An interview will never be able to guarantee that a candidate is the right or wrong person for the job
- » Be compassionate
- » Be professional
- » Punctuality
- » Attire
- » Structure of interview
- » Let candidate know what next steps are
- » Hired or not, the goal is for the candidate to leave the interview impressed by your company
- » Interview could lead to future hires and/or customers



Things to Remember (continued)

- » Asking others who conduct interviews can be a good way to learn what works best for others
- » Ensure you are familiar with your state and/or country's employment laws as it relates to the selection process. You want to avoid asking questions that are illegal or present risk to your organization
- » Mock interviews can be very helpful

Reaching a Consensus

If multiple interviewers are involved in the process.....

- » Keep an open mind
- » Focus on relevant information
- » Remember that your goal is not to seek the best personality
- » Job match, organizational match, and culture match are very important
- » Manage discussions (stay on track)
- » Maintain confidentiality

Mock Interviews

Recommended Interview Set Up



Resources

»Competencies

- ~ Critical Competency Identifier (pg 16 of AB-BBI-HRIC doc)
- ~ Sample Phone Screen Interview Guide

»BBI

- ~ BBI Question Pick List (pg 19 of AB-BBI-HRIC doc)
- ~ BBI Question Selector (pg 65 of AB-BBI-HRIC doc)
- ~ BBI Evaluation Template (pg 27 of AB-BBI-HRIC doc)
- ~ Interview Note-Taking Sheet (pg 71 of AB-BBI-HRIC doc)

Resources (continued)

» BBI (continued)

- ~ Multiple-Interviewer Aggregation Grid (pg 32 of AB-BBI-HRIC doc)
- ~ BBI Question Prompts (pg 78 of AB-BBI-HRIC doc)
- ~ Follow-up Question “Cheat Sheet” (pg 80 of AB-BBI-HRIC doc)

» Basic Legal Guidelines for Interviewing (pg. 7 of AB – BBI – HRIC doc)

- ~ Research the guidelines in your state and/or country

Resources (continued)

»Other

- ~ Interviewing Tips (pg 74 of AB-BBI-HRIC doc)
- ~ Introductory Scripting (pg 75 of AB-BBI-HRIC doc)

Thank you!!!