



# SELECT for Healthcare

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<b>Survey Results for:</b>	<b>Suzanne Example</b>
<b>ID:</b>	
<b>Test Date:</b>	3/17/00 3:46:11 PM
<b>Organization:</b>	Health System Inc.
<b>Region:</b>	SouthEast
<b>District:</b>	100
<b>Hospital:</b>	Good Health Medical Center



## 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 and Good candidates
- Combine information from all sources (test, interview, references, etc.) to make a final decision

## Results



### 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.

Random Response:	Valid	Invalid
	X	

### Integrity Index:

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

Score:	Avoid	Okay	Good
15			X
	0-8	9-13	14-17

### Performance Index:

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

Score:	Avoid	Okay	Good	Better
27		X		
	0-23	24-27	28-33	34-41

## Details



### 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*
<b>Energy</b> (activity level; action orientation)		X
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)	X	
<b>Accommodation to Others</b> (willingness to accommodate the desires of others)	X	
<b>Acceptance of Diversity</b> (tolerance of others different from self)	X	
<b>Positive Service Attitude</b> (appreciation of the service role)	X	
<b>Multi-Tasking</b> (juggle many tasks)	X	
<b>Empathy</b> (concern for the feelings of others)		X
<b>Rapport</b> (put others at ease)	X	
<b>Accountability</b> (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
<b>Work weekdays?</b>		X			
<b>Work evenings or nights?</b>				X	
<b>Work weekends?</b>				X	
<b>Work holidays?</b>				X	
<b>Work overtime?</b>		X			
<b>Commit to being on time, every time?</b>		X			
<b>Work on an on-call basis?</b>					X
<b>Work cooperatively with others?</b>	X				
<b>Work directly with patients &amp; families?</b>		X			
<b>Work with patients who have contagious diseases?</b>				X	
<b>Work with emotionally upset patients &amp; families?</b>		X			
<b>Work with terminally ill patients?</b>		X			
<b>Follow strict procedures?</b>		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.

## Interview



### Preparation:

- Review the application form
- Review the SELECT test results

### STEP 1: Open the Interview

Hello, my name is \_\_\_\_\_ and I'm the \_\_\_\_\_ (your position). We're glad 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 likes and dislikes, your goals, 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 SELECT Flags and Begin In-depth Questions

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

SELECT:

- Low Energy Level
- Low Empathy
- 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 Energy Level:** Describe your preferred pace. In what types of work situations would you like to be more energetic? (Listen for answers that suggest that the candidate can't handle the pace of the job, or can't self-start to get the job done.)

**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 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.)

#### **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.

<i>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.</i>				
<b>Actions</b>	<b>Recommendation</b>			<b>Initials</b>
<b>Review Application</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Prescreen (Optional)</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Test Candidate &amp; Review the SELECT Report</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Behavioral Interview</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Reference Checks (Optional)</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Background Check (Optional)</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Decide</b>	Do Not Make Offer	Eligible At Later Date	Make Offer	
<b>Drug/Medical Screen (Optional)</b>	Fail		Pass	

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