



# Behavioral Based Interviewing

# What is a Behavioral Based Interview?

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Behavioral interviewing is an interview process that examines how applicants have handled situations in their past that would be similar to those they will encounter in your area.

- Uses the principle that the best predictor of future performance is past behavior
- By evaluating past behaviors, your decision to hire will no longer be based on gut feeling, first impression or handshake.

# Traditional vs. Behavioral

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## **TRADITIONAL ASKS:**

- ❑ Hypothetical – What would you do in this situation?
- ❑ Theoretical – How would you...?
- ❑ Opinions – What do you think about...?
- ❑ Closed-ended questions – Yes or No
- ❑ Inappropriate or illegal questions- see Tips on Interviewing

## **BEHAVIORAL ASKS:**

- ❑ Open-ended questions, require more than a yes or no response. Often begins with "Tell me about a time when...." or "Describe...."
- ❑ Specific questions related to past actions that relate to the skills required for the job
- ❑ How you did behave vs. how you would behave

# Can you convert these traditional questions to behavioral questions?

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- ❑ How do you handle stress?
- ❑ Are you a team player?
- ❑ How do you react to a difficult patient or family member?



# Preparing for the Interview

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Complete skills analysis based on job description

- Hands on skills
  - knowledge that is work specific like computer skills, medical terminology, accounting
- Performance skills
  - work habits, way person approaches the job, organizational/management communication skills
- Self Management skills
  - personal characteristics such as dependability ethical, how motivated they are



# Develop a List of Questions

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Good questions are those which allow the candidate to provide specific information about their skills. Questions should be pointed and probing.



# Develop a List of Questions

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## For Practice

Traditional: Have you handled a difficult situation with a co-worker?

Behavioral: Tell me about the time you handled a difficult situation with a co-worker and how you resolved it.

Traditional: How do you set priorities?

Behavioral: Tell me about a time when you had too many things to do and how you set your priorities to accomplish your tasks?



# The HR Interview

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- Our goal in Human Resources is to help you find the candidate who:
  - possesses the right skills AND
  - is the right fit for your department & the organization
  
- This is how we do it



# The HR Interview

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## ■ Human Resources

- Conducts initial screening
- Passes along to departments those who appear to be qualified for specific position
- Verifies accuracy of application & work history
- Professional goals
- Assess Self Management skills, i.e. attitude, motivation etc.
- Reviews job responsibilities
- Discusses/explains:
  - Hospital Mission & SPIRIT values
  - Benefits
  - Hiring process



# Conduct the Interview

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## ■ The Department Interview

- Interview for:
  - specific job skills
  - “department/unit” fit
- Help the candidate be specific about life and work experiences. Responses such as “I’m dependable” should lead into more specific life history events – probe
- Be sure the questions are answered. If the question is not answered, ask again
- Listen carefully – *Silence is golden*
- **DO NOT** make a job offer



# Interview Notes

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- Take notes during the interview & **keep** them on file
- See sample Interview Evaluation Form

# Rate Skills, Make Decisions & Provide Feedback

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- ❑ Your rating should involve a comparison of the candidate's responses with the job-related skills.
- ❑ Their skills should match the skills required for the job.
- ❑ Update Position Manager with decision/outcome of interview
  - Remember this is part of the official record and a legal document, admissible in court

INTEREST

# Role Play

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- Review Job Description to determine necessary skills required
  - Can't select appropriate interview questions if you don't know what skills are essential to the job

# Carroll Hospital Center

## Job Description\Performance Management Tool

**Job Title: Employment Specialist**

**Department: Human Resources**

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### **General Summary:**

Ensures that all services are delivered in accordance with the mission statement and SPIRIT values of Carroll Hospital Center.

Is responsible for performing a variety of employment and recruitment functions as assigned for specific areas of the Hospital. Ensures that all recruitment and employment practices comply with hospital policy and adhere to federal and state requirements.

### **Minimum Knowledge, Skills, & Abilities Required:**

Completion of a Bachelor's Degree is required to assist in the development of effective recruitment and retention strategies, assist with the development and monitoring of the departmental budget, and ensure compliance with state and federal regulations.

A minimum of two years' recruitment experience, preferably in a healthcare setting.

Proficiency in the use of computer software programs such as Excel, Word, PowerPoint, GroupWise, applicant-tracking system, familiar with internet searches, and HRIS databases is necessary.

Excellent verbal and written communication skills are required in order to relate effectively with various levels of personnel, applicants, and outside agencies.

# Carroll Hospital Center

## Job Description\Performance Management Tool

Job Title: Employment Specialist

Department: Human Resources

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### General Summary:

Ensures that all services are delivered in accordance with the mission and vision of the hospital and the SPIRIT values of Carroll Hospital Center.

Is responsible for performing a variety of employment and recruitment activities assigned for specific areas of the Hospital. Ensures that all recruitment and employment practices comply with hospital policy and adhere to federal and state requirements.

Organized,  
Flexible, Good  
Time  
Management,  
Multi-tasker

### Minimum Knowledge, Skills, & Abilities Required:

Completion of a Bachelor's Degree is required to assist in the development of effective recruitment strategies, assist with the development and monitoring of the departmental budget, and ensure compliance with state and federal regulations.

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Critical to the  
job

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# Conducting the Interview- Role Play

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- Prior to interview
  - Mary Lou has an idea of what the candidate brings to the table and past experience
  
- Traditional versus Behavioral methods
  
- Compare the responses

# Who else would benefit from this Behavioral Interviewing information?

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- ❑ Staff participating in peer interviewing?
- ❑ Team leaders?
- ❑ Patient Care Coordinators?
- ❑ High performing staff?
- ❑ Others?

# Q & A

