

Recruitment and Interviewing

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This newsletter is provided as an informational resource to Program Directors and staff by the Office of Residency Affairs.

Benefits of Behavioral Interviewing

The Behavioral Interview was first introduced by Development Dimensions International (DDI) and called Targeted Selection. This type of interview can assist the interviewer/ employer in assessing behaviors essential to succeed in that company. The practice is based on the belief that past behavior can predict future performance.

Behavioral interview questions can do some of the hard work of assessment for you. By determining which qualities that you are looking for you can develop questions that seek out these skills in applicants.

The technique associated with Behavioral Interviewing is called S.T.A.R.— Situation/Task, Action, Result.

At the last AAMC Group on Residency Affairs meeting, Jane Easdown, MD presented on the Department of Anesthesiology at Vanderbilt University experience with this method of interviewing. Dr. Easdown explained that in recent years the program had hired two residents who were at the top of the list on paper but later struggled in the program. One resident eventually left and the second did not have job offers after graduation.

The program reports that all faculty have bought into this process and it has resulted in altering the rank list and removing applicants from the final list. The program has received mostly positive feedback about the process.

Other organizations that use this form of interviewing include S.C. Johnson, University of Michigan, Vanderbilt University, University of Kentucky, Purdue University and others.



A resident that looks the best on paper may not be the best resident for your program.

Goals of the Interview Process

The applicants that your program has selected to interview have presumably already met the academic standards set by your program. The interview should be used to assess the applicant's ability to succeed in your program and the ability to assimilate into your program. The top academic candidate may not be the best one for your program.

Using targeted questions such as "Tell me about a time that your personal ethics and a situation you were involved in were in conflict" can assess how a resident is prepared to meet the professionalism competency by graduation.

A program may also want to investigate an applicant's ability to manage stress, a capacity to empathize with patients, willing-

ness to work with both patients and staff with diverse backgrounds, and interest in training in a city in central Illinois.

Things to look for in an interview might include sense of humor, resilience, ability to listen to others, motivation, interested in specialty in which the applicant is applying.

Benefits of Using Competencies in Interviews

- Interviews are focused on the most relevant behaviors for the position.
- Consistent criteria is applied to all candidates, ensuring a fair and objective process.
- Prevents interviewers from judging on gut reactions.

Taken directly from Incorporating the Core Competencies into the Residency Interview" Presented at the Association for American Medical Colleges Group on Resident Affairs meeting, Austin, Texas, April, 2006. Presented by L. Jane Easdown, MD, Assoc. Program Director, Dept of Anesthesiology, Vanderbilt University.

Golden Rules of Interviewing

Rule #1 Ask all candidates the SAME questions. Using an interview form with all questions listed and room for recording answers will help ensure this.

Rule #2 Show all candidates information about the job prior to interviewing.

Rule #3 ONLY ask questions that directly to the position.

Rule #4 Avoid yes/no questions. Use how and why questions to elicit descriptive responses. Then listen well!

Rule #5 Remember that you are in charge of keeping the interview on track. Take control if candidate starts to wander.

Rule #6 Keep the interview professional. Avoid personal comments or actions that would be considered inappropriate. Remember that YOU represent SIU School of Medicine

The six ACGME competencies are used to assess residents throughout their training but are rarely used to assess quality in the selection process.

A recently published article suggests that using behavioral type, competency based interview questions can better predict resident success.

WHEN IN DOUBT, DON'T ASK IT

From <http://finandadmin.siu.edu/hr/resourcesformgrs/interviewing/>

Suggested Behavioral Interview Questions

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|-------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Most questions begin Tell me about a time when you... | 5. Had to disagree with someone in order to improve patient care | your frustration |
| 1. Made a mistake and had to admit it to your supervisor or peers | 6. Had to work with a colleague who was very difficult | 9. Had to make an important decision but lacked critical information |
| 2. Disagreed with how an ethical situation was being handled | 7. Used communication skills to improve a patient's understanding of his/her illness | 10. Had a stressful day in the hospital and how you handled it |
| 3. Had to overcome a major challenge | 8. Felt frustrated when caring for a patient, and how you dealt with | From: Evaluating Personal Qualities of the Residency Applicant” Steven A Epstein, MD presenter |
| 4. Had to deliver bad news to someone | | |

References Used

Incorporating the Core Competencies into the Residency Interview” Presented at the Association for American Medical Colleges Group on Resident Affairs meeting, Austin, Texas, April, 2006. Presented by L. Jane Easdown, MD, Assoc. Program Director, Dept of Anesthesiology, Vanderbilt University.

“Evaluating Personal Qualities of the Residency Applicant” Presented at the Association for American Medical Colleges Group on Resident Affairs meeting, Austin, Texas, April, 2006. Presented by Steven A Epstein, MD, Professor and Chair, Dept of Psychiatry, Georgetown University.

<http://finandadmin.siu.edu/hr/resourcesformgrs/interviewing/interviewframe.htm>

www.careerjournal.com

www.nrmp.org

The NRMP now requires that residency programs provide specific information to applicants. The information required is a copy of the contract/resident agreement that the resident will be required to sign if matched to your program and the institution's policies on eligibility and visa status. The DO match has similar requirements.

The Office of Residency Affairs also requires that the policies that are attached to resident con-

tracts each year also be provided to applicants. These policies are:

- hospital benefits package,
- the Impairment Policy,
- the Resident Grievance Procedure,
- Program Reduction and Closure Policy,
- the Institutional Duty Hour Policy and departmental duty hour policy and

- the USMLE policy.

Applicants do not need to provide take home copies to every interviewee. Programs may provide these documents in a folder for interviewees to review. The Office of Residency Affairs strongly recommends that programs ask applicants to sign a document confirming that they were provided this information and were able to request a copy of any document if so desired.



NRMP Sets Date for 2007 Match

August 15, 2006 Applicant registration begins at 12:00 noon eastern time.

September 1, 2006 Institution/Program registration begins at 12:00 noon eastern time.

December 1, 2006 Applicant registration deadline

January 15, 2007 Rank order list entry begins

January 31, 2007 Quota change deadline

February 21, 2007 Rank Order List Certification Deadline

March 12, 2007 Applicant matched and unmatched information posted to the Web site at 11:30 eastern time

March 13, 2007 Filled and unfilled results for individual programs posted 11:30 am.

March 15, 2007 Match Day

Things not to ask about in an interview

- Age
- Marital Status/
Family/Children
- Gender
- Country of
Origin
- Disability
- Religion
- Veteran Status

Some Further Resources

<http://www.siumed.edu/resaffairs/>

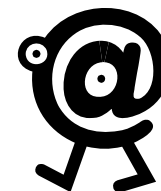
Easdown, LJ: The behavioral interview, a method to evaluate ACGME competencies in resident selection: A pilot project. JEPM 2005; 7: 1-6.

Dirschl, Douglas R., Campion, and Gilliam: Resident selection and predictors of performance" Clinical Orthopaedics and Related Research 2005. Lippincott Williams and Wilkins.

www.brockport.edu/career/behave

<http://careers.unc.edu/bhavint.html>

<http://www.ddiworld.com/>



Resources for applicants, residents and program directors are available on the Residency Affairs website.