



Август
August

20

Понедзелік
Monday

21

Вторнік
Tuesday

22

Срэда
Wednesday

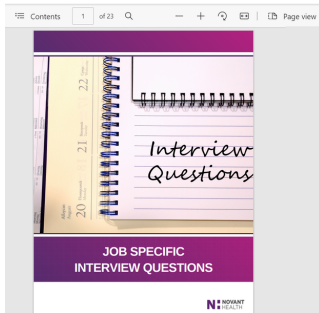
Interview
Questions

JOB SPECIFIC INTERVIEW QUESTIONS

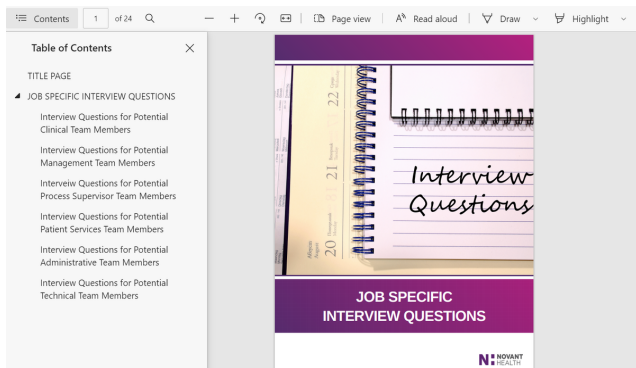
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INTERVIEW RESOURCE
GUIDE

WHAT'S INSIDE

**JOB SPECIFIC
INTERVIEW QUESTIONS**

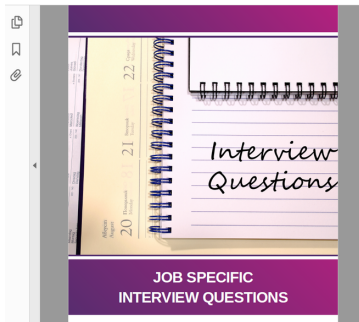
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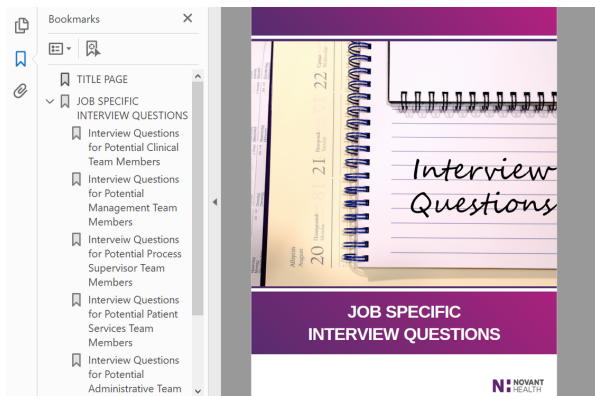
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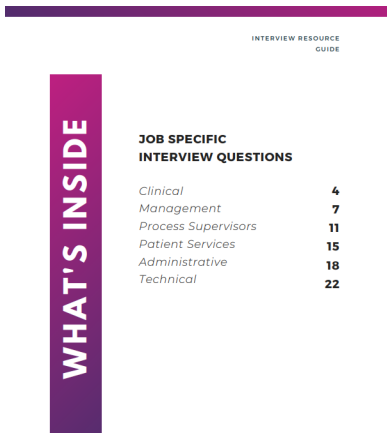
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WHAT'S INSIDE

JOB SPECIFIC INTERVIEW QUESTIONS

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Interview Guide (Clinical)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Behavioral Dimensions	Sample Questions	Notes:
<p><u>Customer Service Orientation:</u></p> <p>Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to providing a remarkable patient experience in every dimension, every time.</p>	<ul style="list-style-type: none"> ▪ Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to handle unreasonable requests. What did you do? ▪ Tell me about a difficult internal/external customer you've had to deal with. (Why was he/she difficult? What did you do?) ▪ Describe a time in which you took action to provide quick, thorough, and even remarkable service in response to a customer request or problem? ▪ Describe a situation in which you involved/enlisted others to help solve a customer's problem. What was the problem, and how did others' involvement help? 	
<p><u>Teamwork/Collaboration:</u></p> <p>Teamwork: Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.</p> <p>Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units/depts or senior leaders) to accomplish organizational goals and to identify and resolve problems.</p>	<ul style="list-style-type: none"> ▪ Departmental boundaries occasionally present obstacles in gaining cooperation. What have you done in situations like this? ▪ Have you ever helped a peer or team member to improve his/her work performance? (Tell me about one of those times.) ▪ Interacting with others can be challenging at times. Describe a situation when you wished you'd acted differently with someone at work. (What happened?) ▪ Tell me about an experience you've had working with a new employee. (What was your working relationship like? What did you do to make it that way? Give me an example of your interactions with that person.) 	
<p><u>Quality Orientation/Attention to Detail</u></p> <p>Accomplishing tasks through concern for all areas involved, not matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.</p>	<ul style="list-style-type: none"> ▪ Describe a time when you identified an error or problem that had escaped others' attention. ▪ In your work as _____, have you ever noticed any process or task that was being done unsafely? (Tell me about a specific time this happened to you. How did you discover the situation? What did you do?) ▪ We have all had occasions when something important escaped our attention at work. Can you give me an example of when this happened to you? (What caused this to happen?) 	

<p><u>Analysis/Problem Assessment</u></p> <p>Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.</p>	<ul style="list-style-type: none"> ▪ Describe a complicated problem you have had to deal with on your job. (How did you identify or gain a better understanding of that problem?) ▪ Sometimes we can identify and correct a small problem before it becomes a major problem. Can you give me an example of when you were able to identify a small problem and solve it before it became major? (What sources of information did you utilize to identify this problem?) 	
<p><u>Judgment/Problem Solving</u></p> <p>Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.</p>	<ul style="list-style-type: none"> ▪ Describe the most difficult work related problem you have faced in the past six months. (How did you handle the situation?) ▪ Can you think of a situation you handled in which old solutions didn't work? (What did you do to manage the situation? Why did you take this action?) ▪ Have you recently made any decisions at work that were not really yours to make? (Describe a specific example. Why did you make this decision?) 	
<p><u>Rapport Building</u></p> <p>Creating continuing compatibility; getting along well; proactively developing relationships.</p> <p><u>Sensitivity</u></p> <p>Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.</p>	<ul style="list-style-type: none"> ▪ Interacting with others can be challenging at times. Have you ever had any difficulty getting along with peers, team members, customers or others at your work? Tell me about a specific time this happened. How did you handle the situation? ▪ How important is it to develop relationships with customers, peers/co-workers, and leaders? (How do you do this? Give examples) ▪ Friction is a word commonly used to describe "less than ideal" relations between people. How have you identified when friction existed, and what did you do to overcome it? ▪ One of the ways people are different is their style of relating to each other. Give some examples of different types of people you have worked with or cared for and how you got along with each. 	
<p><u>Adaptability</u></p> <p>Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.</p>	<ul style="list-style-type: none"> ▪ Working with people of different backgrounds or cultures can sometimes be challenging. Can you tell me about a time when you had problems adapting to people from different backgrounds or cultures? What happened? What did you do and what was the result? ▪ Sometimes we have to work under new policies we don't agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by senior leadership. (Why did you disagree? What did you do?) ▪ Tell me about the manager/leader with whom you have had the most effective relationship. (Why was the relationship so effective?) 	

<p><u>Energy – Resilience – Tolerance for Stress</u></p>	<ul style="list-style-type: none"> ▪ What job activities have you found to require the most energy? (What do you do to maintain your effectiveness?) ▪ We’ve all received criticism from others. Tell me about a time when you’ve been criticized by a leader or peer. (How did you react?) ▪ We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when your job was like this. (How did you react?) 	
<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization’s mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating to you. (Why were they frustrating? How have you handled them to remain effective?) ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What goals have you set for yourself? Why? Tell me about a few of them. (Listen for satisfied/dissatisfied). 	
<p>Post Interview:</p> <p>1. What are the strengths of this applicant?</p>		
<p>2. What are the undeveloped strengths of this applicant?</p>		
<p>3. What additional training would this applicant need to be able to do the job?</p>		

Interview Guide (Manager)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Leader Competencies	Sample Questions	Notes:
<p><u>Mission, Vision, Values</u></p> <p>Creates a shared vision by words and actions; models behaviors and sets the tone that mission and values guide decision making in the business unit; aligns others with the mission, vision, and values.</p>	<ul style="list-style-type: none"> ▪ Describe a situation in which you had to translate mission, vision and values into department and/or individual performance expectations. How did you do this and what were the results? ▪ Departmental boundaries in organizations occasionally present obstacles in gaining cooperation. What have you done in situations like this? (Situation/Obstacles, Action, Result) ▪ We've all had occasions when we were asked for ideas in solving work issues in which we didn't have much knowledge or experience. What have you done when this happened? Give an example. ▪ Tell me about a recent directive from senior management. How did you translate it into team/department goals? 	
<p><u>Leadership</u></p> <p>Demonstrates leadership knowledge and skills; exemplifies honesty, integrity, fairness and trust; has passion for his/her work; creates a climate in which people want to do their best; delegates appropriately; flexes decision making style based on the situation; makes each individual feel his/her work is important; aligns the energies and resources of the business unit to achieve desired results; assures all competencies are demonstrated at the manager, supervisor, and staff levels.</p>	<ul style="list-style-type: none"> ▪ Have you ever included your employees in problem-solving meetings? What is your approach? Tell me about a specific meeting in which you did this. ▪ Please rate your leadership effectiveness on a scale 1 to 5, with 5 being greatest. Tell me why you rate yourself ____. ▪ What techniques have you learned to manage others? How have you used these techniques? Give an example. ▪ Tell me about how you established rapport with the newest members of your team. (Be specific) ▪ Tell me about the least motivated staff member you have managed. How did you engage this employee? Where is he/she now? 	

<p><u>Interpersonal Effectiveness and Communication</u></p> <p>Relates well to all kinds of people at all levels , inside and outside the organization; creates open channels of communication; conveys information clearly and effectively both orally and in writing; listens; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.</p>	<ul style="list-style-type: none"> ▪ How have you led others in solving a problem? Give example and results. ▪ Interacting with others can be challenging at times. Have you ever had any difficulty getting along with peers, team members, subordinates, or others at your work? Tell me about a specific time this happened. How did you handle the situation? ▪ Tell me about an experience you've had with someone you've worked with who was less cooperative than you needed him/her to be. How did you handle the situation? ▪ We have all made decisions that turned out to be mistakes. Describe some work decisions you have made that you wish you could rethink. Explain. 	
<p><u>Business Acumen/Financial Management</u></p> <p>Accountable for strategic goals and monitors measures to assure outcomes support strategic initiatives. Knows how the business works; knowledgeable in current practices, trends, and information affecting his/her business unit; knows the competition and is aware of how strategies and tactics work in the marketplace; integrates financial management, human resource management, information technology, and expertise in making business decisions.</p>	<ul style="list-style-type: none"> ▪ What are examples of how you used data for analysis and decision-making for improvement? ▪ Where do you see the greatest opportunity for improving care in your current organization? Describe an action you have taken to seize this opportunity. (Applicable if coming from a position in healthcare) ▪ What complicated problems have you had to address on your job? Describe how you identified or gained a better understanding of the problem(s). Give examples. ▪ Sometimes we can identify and correct a small problem before it becomes a major problem. Can you give me an example of when you were able to identify a small problem before it became major? ▪ Tell me your thoughts on educating staff on costs, value, productivity, and performance measures. 	
<p><u>Strategic Planning</u></p> <p>Ensures the development of a long-term strategy for the business unit; establishes objectives and plans to grow the market share or the business unit to meet the needs of physicians, customers, employees, and all corporate stakeholders; can see the possibilities and likelihoods; has broad perspective and aligns with other Novant business units in timely progress towards strategic goals.</p>	<ul style="list-style-type: none"> ▪ What are some of the most significant changes you have brought about in your office/department/areas of responsibility? ▪ What is the most significant change you have brought about in an organization? ▪ Give an example of when you partnered with physicians on an initiative. (Applicable if has experience in healthcare) 	

<p><u>Customer Service and Physician/Stakeholder Partnerships</u></p> <p>Creates a culture and systems that incorporate customer service as a key strategy; acts with the customer in mind; sets high standards for service delivery; develops collaborative and cooperative partnerships with physicians and stakeholders in achieving mission and strategic goals; engenders loyalty; leverages the strengths of business partnerships to create value in the company and in the community.</p>	<ul style="list-style-type: none"> ▪ What do you see as the job of a leader in creating a service culture of excellence? What steps do you take to ensure customer satisfaction and loyalty? (Give examples.) ▪ What skills or qualities are important for dealing effectively with internal/external customers? Give me an example of a time when you displayed these skills or qualities with a customer. ▪ Sooner or later we all have to deal with customers who have unreasonable demands. Think of a time you had to handle an unreasonable request. What did you do? ▪ Tell me about some of the steps you've taken to establish long-term collaborative relationships with groups or individuals, including your physician partners (if has healthcare experience). 	
<p><u>Talent and Organizational Development</u></p> <p>Attracts, fully engages, and retains an effective team accountable for employee commitment; provides challenging and “stretch” assignments to direct reports; fosters a climate of life long learning and development; identifies candidates for management succession within and beyond the business unit; knows how to get things done both through formal channels and informal networks; leads cultural change to optimize the Novant system.</p>	<ul style="list-style-type: none"> ▪ What strategies and techniques have you employed to minimize turnover in you department//facility? ▪ What have you done to develop your staff? (Specific example when you provided training, coaching, and mentoring to a staff member.) ▪ Tell me about a time when you took disciplinary action against an employee. How did you decide what to do? ▪ Tell me about a time when you involved direct reports or team members in decisions affecting their work? What kinds of decisions did you involve them in? How satisfied were you with that and why? ▪ How would you characterize the satisfaction level of your department/team? How could it be increased? 	
<p><u>Goal Execution and Achievement</u></p> <p>Accepts accountability for goal achievement supporting strategic initiatives; results impact organizational performance.</p>	<ul style="list-style-type: none"> ▪ We often meet resistance when trying to implement change. Describe a time when your one-up leader was not pleased with your efforts to implement change. (What approach did you follow? What difficulties resulted?) ▪ Tell me about some situations in which you had to adjust quickly to changes in organizational or departmental priorities. How did the changes affect you? ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What actions do you have planned for the near future (6 months) to increase the efficiency of your organization? 	

<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ Tell me about a time when you involved direct reports or team members in decisions affecting their work? What kinds of decisions did you involve them in? How satisfied were you with that and why? ▪ Jobs differ in the amount and type of decision making involved. Tell me about a time when you were most/least satisfied with the number of decisions you had to make. Why? What did you do? ▪ Why do you want this job, and specifically why do you think you would be successful in this role? ▪ What type of leaders have been the most difficult to work for? (Give examples. Why?) ▪ All jobs have their frustrations and problems. Describe some specific tasks, problems, or conditions that have been frustrating to you. Why were they frustrating? 	
<p>Post Interview:</p> <p>What are the strengths of this applicant?</p> <p>What are the undeveloped strengths of this applicant?</p>		
<p>What additional training would this applicant need to be able to do the job?</p>		

Interview Guide (Process Supervisor)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Behavioral Dimensions	Sample Questions	Notes:
<p><u>Customer Service Orientation:</u></p> <p>Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to providing a remarkable patient experience in every dimension, every time.</p>	<ul style="list-style-type: none"> ▪ Sooner or later we all must deal with a customer who has unreasonable demands. Think of a time when you had to handle an unreasonable request. What did you do? ▪ Tell me about a difficult internal/external customer you've had to deal with. (Why was he/she difficult? What did you do?) ▪ Describe a time in which you took action to provide quick, thorough, and even remarkable service in response to a customer request or problem? ▪ Describe a situation in which you involved/enlisted others to help solve a customer's problem. What was the problem, and how did others' involvement help? 	
<p><u>Teamwork/Collaboration:</u></p> <p>Teamwork: Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.</p> <p>Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units/depts or senior leaders) to accomplish organizational goals and to identify and resolve problems.</p>	<ul style="list-style-type: none"> ▪ Departmental boundaries occasionally present obstacles in gaining cooperation. What have you done in situations like this? ▪ Have you ever helped a peer or team member to improve his/her work performance? (Tell me about one of those times.) ▪ Tell me about a situation when you became frustrated or impatient when dealing with a peer, team member, or other employee. (What did you do?) ▪ Tell me about an experience you've had working with a new employee. (What was your working relationship like? What did you do to make it that way? Give me an example of your interactions with that person.) ▪ Tell me about a team member from whom it was tough to gain cooperation. How did you handle this sensitive situation? 	
<p><u>Quality Orientation/Attention to Detail</u></p> <p>Accomplishing tasks through concern for all areas involved, not matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.</p>	<ul style="list-style-type: none"> ▪ Describe a situation or process that you successfully handled that required close attention or adherence to prescribed procedures. (How did your close attention pay off?) ▪ In your work as _____, have you ever noticed any process or task that was being done unsafely? (Tell me about a specific time this happened to you. How did you discover the situation? What did you do?) ▪ We have all had occasions when something important escaped our attention at work. Can you give me an example of when this happened to you? (What caused this to happen?) 	

	<ul style="list-style-type: none"> ▪ Sooner or later, everyone comes under pressure to sacrifice quality in order to get work done on time. Tell me about a time when that happened to you. (What did you do?) 	
<p><u>Analysis/Problem Assessment</u></p> <p>Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.</p>	<ul style="list-style-type: none"> ▪ Describe a complicated problem you have had to deal with on your job. (How did you identify or gain a better understanding of that problem?) ▪ We've all been in situations in which we first learned about a problem when someone complained. Tell me about a time this happened to you. (Why wasn't the problem detected sooner?) 	
<p><u>Judgment/Problem Solving</u></p> <p>Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.</p>	<ul style="list-style-type: none"> ▪ Describe the most difficult work related problem you have faced in the past six months. (How did you handle the situation?) ▪ Can you give me an example of a decision you made that affected company policy? (What factors did you consider in your decision?) ▪ We have all made decisions that turned out to be mistakes. Describe some work decisions you have made that you wish you could re-think. Explain. 	
<p><u>Rapport Building</u></p> <p>Creating continuing compatibility; getting along well; proactively developing relationships.</p> <p><u>Sensitivity</u></p> <p>Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.</p>	<ul style="list-style-type: none"> ▪ We've all had to work with or lead someone who is very difficult to get along with. Give me some examples of when this happened to you. Why was this person difficult? How did you handle the situation with him/her? ▪ How important is it to develop relationships with customers, peers/co-workers, and leaders? (How do you do this? Give examples) ▪ Friction is a word commonly used to describe "less than ideal" relations between people. How have you identified when friction existed, and what did you do to overcome it? ▪ One of the ways people are different is their style of relating to each other. Give some examples of different types of people you have worked with or cared for and how you got along with each. 	
<p><u>Adaptability</u></p> <p>Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.</p>	<ul style="list-style-type: none"> ▪ Working with people of different backgrounds or cultures can sometimes be challenging. Can you tell me about a time when you had problems adapting to people from different backgrounds or cultures? What happened? What did you do and what was the result? ▪ Tell me about some situations in which you had to adjust quickly to changes in organizational or departmental priorities. How did the changes affect you? What did you do? ▪ Tell me about the manager/leader with whom you have had the most effective relationship. (Why was the relationship so effective?) 	

<p><u>Performance Management</u></p> <p>Using appropriate interpersonal styles and methods to inspire and guide individuals (subordinates, peers, or superiors) toward goal achievement; modifying behavior to accommodate tasks, situations and individuals involved. Coaching performance, providing training, and evaluating performance.</p>	<ul style="list-style-type: none"> ▪ Have you ever noticed a subordinate who was not following your instructions? How did you become aware of it? What did you do and what was the result? ▪ To what extent have you provided feedback and assistance about poor performance? What did you do? How did you do this? What happened next? ▪ Have you done any on-the-job training? Give an example. What steps did you follow? How did you prepare for the training and how effective was it? ▪ To what extent do you coach and prepare subordinates for new situations? Could you give an example of a time when you failed to properly coach a subordinate? What happened? ▪ How have you led others in solving a problem? Give an example. 	
<p><u>Energy – Resilience – Initiative – Integrity - Tolerance for Stress</u></p>	<ul style="list-style-type: none"> ▪ What job activities have you found to require the most energy? (What do you do to maintain your effectiveness?) ▪ We've all received criticism from others. Tell me about a time when you've been criticized by a leader or peer. (How did you react?) ▪ Have you taken any steps to improve your skills or performance? (Give me an example of when you did this). ▪ Give me an example of doing more than is required in your job at _____. ▪ Describe a situation when you saw a problem and took action to correct it rather than waiting for someone else to do so. ▪ We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when your job was like this. (How did you react?) ▪ Have you ever been asked to do something you didn't think was right? What did you do? 	
<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating to you. (Why were they frustrating? How have you handled them to remain effective?) ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What goals have you set for yourself? Why? Tell me about a few of them. (Listen for satisfied/dissatisfied). ▪ In your position how do you define doing a good job? (Do you do a good job? How do you know? Give me an example.) 	

Post Interview:

1. What are the strengths of this applicant?

2. What are the undeveloped strengths of this applicant?

3. What additional training would this applicant need to be able to do the job?

Interview Guide (Patient Service)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Behavioral Dimensions	Sample Questions	Notes:
<p><u>Customer Service Orientation:</u></p> <p>Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to providing a remarkable patient experience in every dimension, every time.</p>	<ul style="list-style-type: none"> ▪ Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to handle unreasonable requests. What did you do? ▪ Describe a time in which you took action to provide quick, thorough, and even remarkable service in response to a customer request or problem? ▪ Describe a situation in which you involved/enlisted others to help solve a customer's problem. What was the problem, and how did others' involvement help? ▪ What steps do you take to ensure customer satisfaction? Give examples. 	
<p><u>Teamwork/Collaboration:</u></p> <p>Teamwork: Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.</p> <p>Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units/depts or senior leaders) to accomplish organizational goals and to identify and resolve problems.</p>	<ul style="list-style-type: none"> ▪ Describe a situation in which you helped a peer or co-worker. ▪ Tell me about some situations in which you became frustrated or impatient when dealing with a co-worker. What did you do? ▪ Interacting with others can be challenging at times. Describe a situation when you wished you'd acted differently with someone at work. (What happened?) ▪ Tell me about an experience you've had working with a new employee. (What was your working relationship like? What did you do to make it that way? Give me an example of your interactions with that person.) 	
<p><u>Quality Orientation/Attention to Detail</u></p> <p>Accomplishing tasks through concern for all areas involved, not matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.</p>	<ul style="list-style-type: none"> ▪ Tell me about a time when the details of something you were doing were especially important. How did you attend to those details? ▪ In your work as _____, have you ever noticed any process or task that was being done unsafely? (Tell me about a specific time this happened to you. How did you discover the situation? What did you do?) ▪ We have all had times when we needed to do a lot within a certain period of time. Has this happened to you? How did you prevent items from slipping through the cracks? Tell me about one of those situations. 	

<p><u>Work Standards</u></p> <p>Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self imposing standards of excellence rather than having standards imposed by others.</p>	<ul style="list-style-type: none"> ▪ In your position with _____ how did you define doing a good job? (Did you do a good job? How did you know? Give me an example) ▪ Sooner or later, everyone comes under pressure to sacrifice quality in order to get work done on time. Tell me about a time when that happened to you. (What did you do?) ▪ Sometimes our supervisor’s evaluation of us differs from ours. When has this happened to you? What did you do? ▪ What is your greatest skill area? Which skill area do you see as needing the most development? How do you know? ▪ Describe the most difficult work related problem you have faced in the past six months. (How did you handle the situation?) 	
<p><u>Rapport Building</u></p> <p>Creating continuing compatibility; getting along well; proactively developing relationships.</p> <p><u>Sensitivity</u></p> <p>Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one’s own behavior on others.</p>	<ul style="list-style-type: none"> ▪ We’ve all had to work with someone who is very difficult to get along with. Give me some examples of when this happened to you. Why was this person difficult? How did you handle the situation with him/her? ▪ We all have different ways of showing consideration for others. What are some things you’ve done at _____? ▪ One of the ways people are different is their style of relating to each other. Give some examples of different types of people you have worked with or cared for and how you got along with each. ▪ People at work, including our customers, have both positive and negative emotions. Tell me about a time when you were aware of someone’s feelings and acted accordingly. How did you do it? 	
<p><u>Adaptability</u></p> <p>Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.</p>	<ul style="list-style-type: none"> ▪ Working with people of different backgrounds or cultures can sometimes be challenging. Can you tell me about a time when you had problems adapting to people from different backgrounds or cultures? What happened? What did you do and what was the result? ▪ Sometimes we have to work under new policies we don’t agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by your supervisor/manager. (Why did you disagree? What did you do?) ▪ What types of supervisors have been the most difficult to work for? (Give examples. Why?) 	

<p><u>Energy – Resilience – Initiative - Tolerance for Stress</u></p>	<ul style="list-style-type: none"> ▪ What job activities have you found to require the most energy? (What do you do to maintain your effectiveness?) ▪ We've all received criticism from others. Tell me about a time when you've been criticized by a leader or peer. (How did you react?) ▪ Have you taken any steps to improve your skills or performance? (Give me an example of when you did this). ▪ Give me an example of doing more than is required in your job at _____. ▪ Describe a situation when you saw a problem and took action to correct it rather than waiting for someone else to do so. ▪ We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when your job was like this. (How did you react?) 	
<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating to you. (Why were they frustrating? How have you handled them to remain effective?) ▪ What is your greatest skill area? Which skill area do you see as needing the most development? How do you know? ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What goals have you set for yourself? Why? Tell me about a few of them. (Listen for satisfied/dissatisfied). 	
<p>Post Interview:</p>		
<p>1. What are the strengths of this applicant?</p>		
<p>2. What are the undeveloped strengths of this applicant?</p>		
<p>3. What additional training would this applicant need to be able to do the job?</p>		

Interview Guide (Service/Administrative)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Behavioral Dimensions	Sample Questions	Notes:
<p><u>Customer Service Orientation:</u></p> <p>Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to providing a remarkable patient experience in every dimension, every time.</p>	<ul style="list-style-type: none"> ▪ Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to handle unreasonable requests. What did you do? ▪ Describe a time in which you took action to provide quick, thorough, and even remarkable service in response to a customer request or problem? ▪ Describe a time when you had to ask questions and listen carefully to clarify the exact nature of a client's problem. (Listen for customer svc aspects.) ▪ Describe a situation in which you involved/enlisted others to help solve a customer's problem. What was the problem, and how did others' involvement help? 	
<p><u>Teamwork/Collaboration:</u></p> <p>Teamwork: Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.</p> <p>Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units/depts or senior leaders) to accomplish organizational goals and to identify and resolve problems.</p>	<ul style="list-style-type: none"> ▪ Departmental boundaries occasionally present obstacles in gaining cooperation. What have you done in situations like this? ▪ Have you ever helped a peer or team member to improve his/her work performance? (Tell me about one of those times.) ▪ Interacting with others can be challenging at times. Describe a situation when you wished you'd acted differently with someone at work. (What happened?) ▪ Tell me about an experience you've had working with a new employee. (What was your working relationship like? What did you do to make it that way? Give me an example of your interactions with that person.) 	
<p><u>Quality Orientation/Attention to Detail</u></p> <p>Accomplishing tasks through concern for all areas involved, not matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.</p>	<ul style="list-style-type: none"> ▪ Describe a time when you identified an error or problem that had escaped others' attention. ▪ In your work as _____, have you ever noticed any process or task that was being done unsafely? (Tell me about a specific time this happened to you. How did you discover the situation? What did you do?) ▪ We have all had occasions when something important escaped our attention at work. Can you give me an example of when this happened to you? (What caused this to happen?) 	

<p><u>Work Standards</u></p> <p>Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self imposing standards of excellence rather than having standards imposed by others.</p>	<ul style="list-style-type: none"> ▪ In your position, how did you define doing a good job? (Are you doing a good job? How do you know? Give me an example) ▪ Sooner or later, everyone comes under pressure to sacrifice quality in order to get work done on time. Tell me about a time when that happened to you. (What did you do?) ▪ Give me an example of when you knew that a process was being done poorly. What did you do? What effect did that have? ▪ Sometimes supervisors' evaluations of us differ from ours. When has this happened to you? What did you do? 	
<p><u>Problem Assessment and Judgment/Problem Solving</u></p> <p>Securing relevant information and identifying key issues. Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.</p>	<ul style="list-style-type: none"> ▪ Describe the most difficult work related problem you have faced in the past six months. (How did you handle the situation?) ▪ Tell me about a time when you helped an internal/external customer solve a problem. (How did you find out the nature of the problem? What did you do?) ▪ Describe one of the best recommendations you have made to your 	
<p><u>Rapport Building</u></p> <p>Creating continuing compatibility; getting along well; proactively developing relationships.</p> <p><u>Sensitivity</u></p> <p>Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.</p>	<ul style="list-style-type: none"> ▪ Interacting with others can be challenging at times. Have you ever had any difficulty getting along with peers, team members, customers or others at your work? Tell me about a specific time this happened. How did you handle the situation? ▪ How important is it to develop relationships with customers, peers/co-workers, and leaders? (How do you do this? Give examples) ▪ Friction is a word commonly used to describe "less than ideal" relations between people. How have you identified when friction existed, and what did you do to overcome it? ▪ One of the ways people are different is their style of relating to each other. Give some examples of different types of people you have worked with or cared for and how you got along with each. 	

<p><u>Adaptability</u></p> <p>Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.</p>	<ul style="list-style-type: none"> ▪ Working with people of different backgrounds or cultures can sometimes be challenging. Can you tell me about a time when you had problems adapting to people from different backgrounds or cultures? What happened? What did you do and what was the result? ▪ Sometimes we have to work under new policies we don't agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by senior leadership. (Why did you disagree? What did you do?) ▪ Tell me about the manager/leader with whom you have had the most effective relationship. (Why was the relationship so effective?) 	
<p><u>Energy – Resilience – Initiative - Tolerance for Stress</u></p>	<ul style="list-style-type: none"> ▪ What job activities have you found to require the most energy? (What do you do to maintain your effectiveness?) ▪ We've all received criticism from others. Tell me about a time when you've been criticized by a leader or peer. (How did you react?) ▪ Have you taken any steps to improve your skills or performance? (Give me an example of when you did this). ▪ Give me an example of doing more than is required in your job at _____. ▪ Describe a situation when you saw a problem and took action to correct it rather than waiting for someone else to do so. ▪ We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when your job was like this. (How did you react?) 	
<p><u>Practical Learning – Planning and Organizing Work</u></p>	<ul style="list-style-type: none"> ▪ What was the most difficult task you had to learn on your job? (How did you go about learning it?) ▪ We have all had times when we just couldn't complete everything on time. When and how has this happened to you? What did you do? ▪ In any new job, there are some things we pick up quickly and other things that take more time to learn. In your job, tell me about something you picked up quickly and something that took more time to learn. 	

<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating to you. (Why were they frustrating? How have you handled them to remain effective?) ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What goals have you set for yourself? Why? Tell me about a few of them. (Listen for satisfied/dissatisfied). ▪ Jobs differ in the extent to which routine tasks are conducted. Tell me about a time when you worked on routine tasks and you enjoyed or didn't enjoy them. Why? What were the tasks? 	
<p>Post Interview:</p> <p>1. What are the strengths of this applicant?</p>		
<p>2. What are the undeveloped strengths of this applicant?</p>		
<p>3. What additional training would this applicant need to be able to do the job?</p>		

Interview Guide (Technical)

Position: _____
Candidate's Name: _____
Date: _____
Interviewer(s): _____

Behavioral Dimensions	Sample Questions	Notes:
<p><u>Customer Service Orientation:</u></p> <p>Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to providing a remarkable patient experience in every dimension, every time.</p>	<ul style="list-style-type: none"> ▪ Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to handle unreasonable requests. What did you do? ▪ Tell me about a difficult internal/external customer you've had to deal with. (Why was he/she difficult? What did you do?) ▪ Describe a time in which you took action to provide quick, thorough, and even remarkable service in response to a customer request or problem? ▪ Describe a situation in which you involved/enlisted others to help solve a customer's problem. What was the problem, and how did others' involvement help? 	
<p><u>Teamwork/Collaboration:</u></p> <p>Teamwork: Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.</p> <p>Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units/depts or senior leaders) to accomplish organizational goals and to identify and resolve problems.</p>	<ul style="list-style-type: none"> ▪ Departmental boundaries occasionally present obstacles in gaining cooperation. What have you done in situations like this? ▪ Have you ever helped a peer or team member to improve his/her work performance? (Tell me about one of those times.) ▪ Interacting with others can be challenging at times. Describe a situation when you wished you'd acted differently with someone at work. (What happened?) ▪ Tell me about an experience you've had working with a new employee. (What was your working relationship like? What did you do to make it that way? Give me an example of your interactions with that person.) 	
<p><u>Quality Orientation/Attention to Detail</u></p> <p>Accomplishing tasks through concern for all areas involved, not matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.</p>	<ul style="list-style-type: none"> ▪ Describe a time when you identified an error or problem that had escaped others' attention. ▪ In your work as _____, have you ever noticed any process or task that was being done unsafely? (Tell me about a specific time this happened to you. How did you discover the situation? What did you do?) ▪ We have all had occasions when something important escaped our attention at work. Can you give me an example of when this happened to you? (What caused this to happen?) 	

<p><u>Work Standards</u></p> <p>Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self imposing standards of excellence rather than having standards imposed by others.</p>	<ul style="list-style-type: none"> ▪ In your position how do you define doing a good job? (Are you doing a good job? How do you know? Give me an example) ▪ Sooner or later, everyone comes under pressure to sacrifice quality in order to get work done on time. Tell me about a time when that happened to you. (What did you do?) ▪ We're not always satisfied with our work performance. Tell me about the most memorable time when you weren't pleased with your performance. What did you do? 	
<p><u>Judgment/Problem Solving</u></p> <p>Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.</p>	<ul style="list-style-type: none"> ▪ Describe the most difficult work related problem you have faced in the past six months. (How did you handle the situation?) ▪ Have you recently made any decisions at work that were not really yours to make? (Describe a specific example. Why did you make this decision?) 	
<p><u>Rapport Building</u></p> <p>Creating continuing compatibility; getting along well; proactively developing relationships.</p> <p><u>Sensitivity</u></p> <p>Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.</p>	<ul style="list-style-type: none"> ▪ Interacting with others can be challenging at times. Have you ever had any difficulty getting along with peers, team members, customers or others at your work? Tell me about a specific time this happened. How did you handle the situation? ▪ How important is it to develop relationships with customers, peers/co-workers, and leaders? (How do you do this? Give examples) ▪ One of the ways people are different is their style of relating to each other. Give some examples of different types of people you have worked with or cared for and how you got along with each. 	
<p><u>Adaptability</u></p> <p>Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.</p>	<ul style="list-style-type: none"> ▪ Working with people of different backgrounds or cultures can sometimes be challenging. Can you tell me about a time when you had problems adapting to people from different backgrounds or cultures? What happened? What did you do and what was the result? ▪ Sometimes we have to work under new policies we don't agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by senior leadership. (Why did you disagree? What did you do?) ▪ Tell me about the manager/leader with whom you have had the most effective relationship. (Why was the relationship so effective?) 	

<p><u>Energy – Resilience – Initiative - Tolerance for Stress</u></p>	<ul style="list-style-type: none"> ▪ What job activities have you found to require the most energy? (What do you do to maintain your effectiveness?) ▪ We’ve all received criticism from others. Tell me about a time when you’ve been criticized by a leader or peer. (How did you react?) ▪ Have you taken any steps to improve your skills or performance? (Give me an example of when you did this). ▪ Give me an example of doing more than is required in your job at _____. ▪ Describe a situation when you saw a problem and took action to correct it rather than waiting for someone else to do so. ▪ We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when your job was like this. (How did you react?) 	
<p><u>Motivational Fit</u></p> <p>The extent to which job activities and responsibilities, the organization’s mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.</p>	<ul style="list-style-type: none"> ▪ All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating to you. (Why were they frustrating? How have you handled them to remain effective?) ▪ What has been your biggest achievement at your current place of employment? What steps did you take to achieve it? (Achievement, Action, Outcome) ▪ What goals have you set for yourself? Why? Tell me about a few of them. (Listen for satisfied/dissatisfied). ▪ Jobs differ in the amount of direction people get about how they should conduct their work procedures. When have you been satisfied/dissatisfied with the amount of direction you received from others? Why? What type of direction did you receive? 	
<p>Post Interview:</p> <p>1. What are the strengths of this applicant?</p>		
<p>2. What are the undeveloped strengths of this applicant?</p>		
<p>3. What additional training would this applicant need to be able to do the job?</p>		