Behavioral-Based Interviewing: Teamwork in the Hiring Process

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Behavioral-based Interviewing (BBI)

Why BBI?

Given the aging workforce in health care, limited workforce pool of candidates, rising turnover, over half of US companies are turning to some form of BBI.

- BBI is a method of questioning that encourages candidates to describe how they responded to past challenges.
- BBI is based on the premise that the most accurate predictor of future performance is past performance in similar situations.
- By getting candidates to discuss past experiences related to crucial job competencies, one can more accurately predict the candidate’s probable job performance, thereby improving the precision of their hiring process.

What is a BBI question?

BBI questions are always phrased in the past tense to ensure that the candidate discusses a specific occurrence in the past rather than a hypothetical example.

- Prompt candidate to identify a past experience when he/she had the opportunity to exhibit a certain job competency
- Ask candidate to outline the concrete situation
- Ask candidate about response to that situation

Steps for Development of BBI

Implementing BBI in Hospice is best accomplished through use of an interdisciplinary team approach throughout development.

- Develop a comprehensive list of core competencies from which one can select “critical competencies” applicable to specific positions
- Determine ideal answers for each question within each competency
- Identify “red flag” answers for each question within each competency
- Define a standard rating methodology for assessing each candidate during and after the interview
- Develop interviewing templates for three to six common job categories to standardize interviews for hospice team
BBI Tools and Samples

How to establish position Critical Competencies:

- First, list the top three to four critical job activities of the position at hand. Refer to job description as a springboard for assessment.
- Next, for each job requirement, list the essential skills and competencies to successfully complete those tasks.
- Then, compose lists of behavioral competencies and technical skills to be included on the interview template for the position. Prioritize only the competencies and skills most critical to job performance.

Sample Behavioral Competencies:

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Critical thinking</th>
<th>Flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict resolution</td>
<td>Integrity</td>
<td>Problem solving</td>
</tr>
<tr>
<td>Communication</td>
<td>Leadership</td>
<td>Process improvement orientation</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Compassion</td>
<td>Multi-tasking</td>
</tr>
<tr>
<td>Mentoring</td>
<td>Diversity awareness</td>
<td>Visionary thinking</td>
</tr>
</tbody>
</table>

Sample Hospice Nurse Case Manager critical competencies:

- Flexibility; Critical thinking; Communication; Teamwork; Compassion; Attitude

Sample Administrative Assistant critical competencies:

- Customer Service; Communication; English language proficiency; Proficiency with Microsoft Office; Dependability, Multi-tasking

Sample BBI Questions for the “Critical Competency” for Teamwork:

- Share with us a situation in which you accomplished something as a member of a team. What was the team’s purpose? What was your role?
- Describe a time when you were able to help a co-worker solve a problem or improve his or her performance.
- What is the main strength or “natural style” that you bring to a team? Describe a specific situation and how your work style affected the team’s decision.
- Give us an example of a time when you confronted a negative attitude successfully, with the result of building teamwork and morale.
- Give us an example of when you have done some things for others in the organization on your own without being asked or told to do so.

- There are complex psychosocial/spiritual issues that affect our patients and families in Hospice. Tell us about a time when you relied on an interdisciplinary approach to address these concerns.

**Identify responses that demonstrate the competency, or may cause you to question the competency of the candidate:**

**Sample Positive Answers for Teamwork:**

- Distinguished between own efforts and contributions made by others
- Is proud of team accomplishments
- Maintains a positive attitude in light of disagreements
- Is able to appropriately resolve conflicts
- Shares critical information up, down, and across the organization
- Follow through on explicit/implicit promises and commitments

**Sample Red Flags for Teamwork:**

- Does not see benefits of working in a team
- Prefers to work alone
- Uses “I” responses rather than “we” when discussing teamwork
- Does not understand differing viewpoints
- Disparages teammates
- Unable to delegate

**The BBI Team Interview Process**

- Prepare interview question template
- Assemble interview team across disciplines (2-4 people)
- Assign questions to interviewer
- All record candidate’s answers for each question after interview, hold an immediate feedback session among the team to discuss impression of candidate’s responses
- Take appropriate next step based on results

Small Group Exercise

I. Role Play Interview Exercise
   Use sample team work questions – each participant asks a BBI question and also has a chance to respond to one.

II. Development of Interview Template for one agreed upon position in Hospice (Consider: RNCM, MSW, Chaplain, RN Eve/NOC/Weekend, Administrative Assistant).

III. Position Selected:________________________________________

   Brainstorm behavioral competencies:

   _____________________________     _______________________
   _____________________________     _______________________
   _____________________________     _______________________
   _____________________________     _______________________

IV. Write sample BBI questions for above critical competencies from above list.
   A.
   B.
   C.
   D.