The presenters for today’s session: **Molly Downhour & Sandra Jovanovic**

**Molly Downhour**
Clinical Research Strategy Executive

**Sandra Jovanovic**
Talent Innovation Director
Disclosure

The presenter(s) for today’s session: Molly Downhour & Sandra Jovanovic

We have no relevant financial relationship in relation to this educational activity.
Learning Objectives

Upon completion of this presentation, participants should be able to:

1. Identify the impact a bad hire has on your site(s)
2. Identify how to attract top talent
3. To learn behavioral interviewing techniques
Hiring Right the First Time

TALENT IMPACT
What is your biggest hiring challenge?

We want to know...
What is your biggest hiring challenge?

- Small/Limited Talent Pool
- Finding the Right Culture Fit
- Supervisor-Employee Mismatch
- Candidates Faking the Interview
- Resume Bombs (too many too review)
- Compensation Limitations
- Other
“Weak companies hire the right experience to do the job. Strong companies hire the right person to join their team.”

-Simon Sinek
The Proof is in the Numbers

46% of newly hired employees will fail within 18 months

- 89% of those for attitudinal reasons, 11% for skill
- Only 19% achieve unequivocal success
The True Cost of Turnover

- Top talent is poached
- Financial burden = $25,000+
- Negative Impacts
  - 40% Lost time
  - 41% Lost productivity
  - 37% Recruiting/training expense
  - 36% Impact to team morale
  - 22% Impact to clients
“A small team of A players can run circles around a giant team of B and C players.”

Steve Jobs
Understanding Success Measures

• What impact does talent have on your site?

• What makes your team successful?
  • What differentiates your top performers?

• What does a good hire look like?
Identifying Key Qualities

- Culture and core values alignment
- Diversify your team
- Success profiles
- Soft skills
- Technical skills
- Education and training
How To Screen for These Qualities

- Evaluate your current hiring process
- Evaluate your top performers
- Pointed questions in structured interviews
  - Ask situational questions
- Take advantage of reference checks
Right Employee, Wrong Role?

- Culture and core values fit
- Demonstrated grit and hard work
- Unexplained decline in engagement and productivity
- Was the employee happier in a previous role?
- Is this an opportunity to create a new role?
ATTRACT TOP TALENT
Talent select their next employer by considering:

- Stability of assignment
- Competitive pay
- Cultural fit
- Great management
- Vision, Purpose and Values
- Meaningful and challenging work
- Learn and growth opportunity
- Career progression
- Fringe benefits
- And more…
Inc. Magazine found that “purpose” was the most important thing to employees in the workplace.
Position Yourself for Success

- Define and communicate your organization’s core purpose and values
- Define your current culture and goals
- Articulate your differentiators
  - What sets your site apart?
  - WIIFM
- Evaluate how/where you are identifying talent
- What makes your team successful?
- Build a top performer profile

‘Culture eats strategy for breakfast’
- Peter Drucker
Position Yourself for Success

Before You Build Your Team

- Identify your priorities
- Draw out your plan, keep in mind upcoming growth
- Ensure you have a plan for career progression
Assess What You Have

• What do you currently have versus gaps in skills/experience?
• Are current employees in the right roles?
• What are your internal and external threats?
• How is the team currently performing?
• How and where are you attracting talent?
Where is the Attraction?

Medical Biller-Billing Specialist
Clinical Research

Apply Now

Position Yourself for Success

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Registered Nurse, Surgical Services

Job ID: 75837
Date posted: 06/02/2017

Like any organization, it's the people that make the difference- Are you ready for the challenge?

Do You Know Who We Are?

We are Baystate Health— one of the largest health care systems in New England with over 11,600 employees, five hospitals and over 60 medical practices! Baystate Health is a not-for-profit, integrated health care system serving over 800,000 people throughout western New England. With roots dating to the founding of Springfield City Hospital in 1873, Baystate Health has been providing skilled and compassionate health care in the Pioneer Valley for more than 140 years.

Baystate Health is an integrated health care delivery system serving a population of nearly 1 million people in western Massachusetts. Baystate Health has been named a Top 100 Integrated Health care Network four consecutive years by Truven, a national research company. For the second time, Baystate Medical Center has been named a Magnet Hospital for excellence in nursing services and has been recognized as a Top 15 Health System in the US by Truven Healthcare Analytics.

As a comprehensive health care system, we have been nationally recognized for our quality care and a great place to work. Baystate Medical Center has been designated as a Magnet Hospital for excellence in nursing services by the American Nurses Credentialing Center (ANCC) and was named one of America’s Best Hospitals.
About Northwell Health

Here we aren't satisfied with settling, so we search for innovation in everything we do. We're flexible, hardworking and not afraid to push boundaries to go the extra mile for our colleagues, our patients and their families. Our employees are always encouraged to become the best they can be through growth and education.

It doesn't just take courage and determination to do what we do – it's that spark and instinct to care that changes lives. Truly Compassionate, Truly Innovative, Truly Ambitious, Truly Together and Truly Learn more about our Employee Promise by clicking here.

Join us for our upcoming Emergency Nursing Interview Week – June 5!
Key Concepts to Build Your Team

- Establish clear accountability measures and expectations
- Measure productivity & performance consistently
  - Set benchmarks to achieve goals with timelines
- Manage employees up
  - Create Individual Development Plans (IDPs)
  - Identify areas of opportunity
  - Manage out the bottom performers
Don’t Assume...

• Your vision and strategy are clear
• Your top performers are engaged
• You are providing flexibility and keeping accountability
• Your employees’ passions are aligned with the job
• You have a stable high performer
Common Pitfalls to Avoid

• Selecting like-minded people because it’s easier
• First Impression Hiring
• Hire on experience only
• Not getting specific examples
• Gut-feeling decisions
• Once you hire them, not making sure to ENGAGE and RETAIN them
Hiring Right the First Time

BEHAVIORAL INTERVIEWING
Interview Inconsistencies

Friendly Conversation

Job-Related Conversation
What is Fit?

FIT

Person to Job
Person to Organization
Person to Supervisor
Person to Environment
Hiring Process Efficacy

- 29% Work sample test
- 26% Behavioral interview
- 26% General cognitive ability
- 14% Unstructured interview
- 7% Reference check
- 3% Resume / Experience

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Types of Questions

● Behavioral
  ○ Based on the premise that the best predictor of future behavior on the job is past behavior under similar circumstances
  ○ Draw from a candidate’s actual behavior during past experiences

● Situational
  ○ Based on the premise that people’s intentions are closely tied to their actual behavior
  ○ Present realistic job scenarios and ask how applicants would respond
Behavioral vs. Situational Questions

**BEHAVIORAL**

=  
“Tell me about a time…”

(Past Behaviors)

**SITUATIONAL**

=  
“What would you do if…”

(Hypothetical Behaviors)
Importance of Behavioral Interviews

- Unstructured vs. structured conversation
- Job-related questions based on required competencies
- Typically assessing 4-6 key competencies
- Interviewing consistency
- Candidate fairness
Behavioral Interviewing

- Have a purpose behind your questions
- Scenarios can become your questions
- Things to look for in a response
  - Key indicators
  - Example relevance
- Real-time scoring
- ABCD Model

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6 Key Steps

1. Review position materials
2. Determine the ABCs to be assessed
3. Develop unbiased interview questions
   a. Determine need for probing questions
4. Develop a rating/measurement scale
5. Develop the interviewer’s guide
6. Continually refine questions
Writing Questions

- Review job tasks and responsibilities
- Key skills and competencies
- Identify aptitudes, behaviors and competencies necessary to execute job duties
- Open-ended, clear and concise
- Indicators and example relevance

- STAR Method
  - Situation or Task:
    - What was the situation?
  - Action:
    - What did they do?
  - Result:
    - What was the outcome?
Round Table Breakout

Building Your Behavioral Interview

30 Minutes
Do you have any behavioral questions to share?
Best Practices Review

- Talent Impact
  - Define a Good Hire for Your Site
  - Identify Your Success Measures
  - Avoid the Key Quality Trap

- Attract Top Talent
  - Where are You Looking for Talent?
  - How are You Selling Your Opportunity?

- Behavioral Interviewing
  - Situational vs. Behavioral questions
  - Have a Reason Behind Your Questions
  - Refresh Your Questions Annually
Key Takeaways Discussion

Please Complete the Evaluation!
Thank you!
Questions?
Thank you.

Molly Downhour
Clinical Research Strategy Executive

Sandra Jovanovic
Talent Innovation Director