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66th Annual Scientific Session & Expo

COMPETENCY BASED BEHAVIORAL INTERVIEWING: IDENTIFYING RED FLAGS IN RECRUITMENT

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Objectives

- Introduce the concept of Competency based behavioral interview (CBBI)
- Review the Vanderbilt admissions experience with CBBI
- Tips for implementing the CBBI in the interview process

Behavioral Interview Techniques



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- Relate a candidate's answers to specific past experiences
- Behavioral interview questioning strategies assume that future behavior will closely reflect past actions



CBBI---Premises

1. The best predictor of future performance/behavior is past performance/behavior.
2. The more recent the performance/behavior the more likely it is to be repeated.



CBBI—How is it Different?

1. Interview questions are planned and tied to competencies.
2. Interviewers are trained in CBBI techniques.
3. Rating scales are provided to minimize subjectivity.
4. Interview questions focus on actual current or past behavior rather than “might do” behavior.
5. CBBI makes it easier to compare candidates because they are all measured against the same criteria.
6. CBBI focuses on competencies that are job-related.



Traditional Interview

- How would you deal with an angry, upset or irate patient?
- What would you do if someone asked you to do something that was unethical?

CBBI

- We all have to deal with patients who are angry, upset or irate. Tell me about the worst situation like this that you have had to deal with.
- Tell me about a time you were asked to do something that you felt was unethical.



Follow up questions

- Who did ___?
- Specifically, what did you do?
- What did you say?
- What steps/actions did you take
- What happened after that?
- What was your specific contribution to the task or project?
- What was your role?
- What did you actually do?
- What was the result?
- Who else was involved?
- How did the other person respond?
- How did you react? How did you feel?



Follow up with probing questions

1. Enable the interviewer to focus the response on real world examples.
2. A means for gathering additional information and clarification.
3. A method for uncovering inconsistencies.

What to Look for as an Interviewer - S.T.A.R.s



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S *Situation* or

T *Task* faced by the candidate

A *Action* taken by the candidate

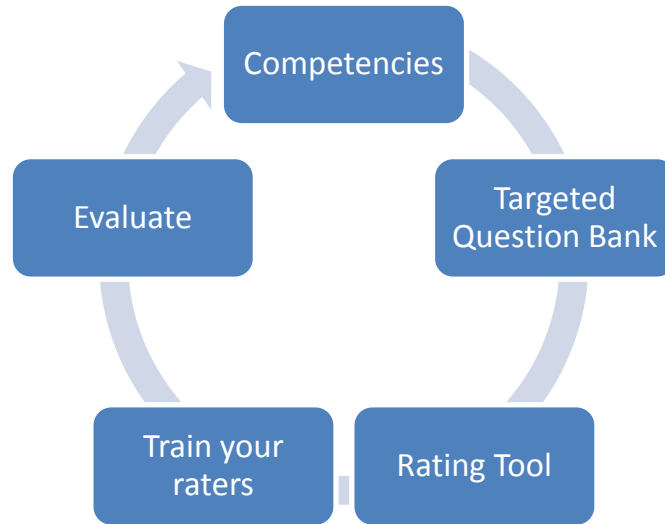
R *Results* or outcomes of those actions



Vanderbilt Experience in Admissions



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2010 AAMC Personal Competencies for Entering Medical Students



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1. **Integrity and Ethics:** Behaves in an honest and ethical manner; adheres to ethical principles and follows rules and procedures; resists peer pressure to engage in unethical behavior and encourages others to behave in honest and ethical ways.
2. **Reliability and Dependability:** Consistently fulfills obligations in a timely and satisfactory manner; takes responsibility for personal actions and performance.
3. **Service Orientation:** Demonstrates a desire to help others and sensitivity to others' needs and feelings; demonstrates a desire to alleviate others' distress.
4. **Desire to Learn:** Sets goals for continuous self-improvement and for learning new concepts and skills; assesses own strengths and weaknesses; solicits and responds appropriately to feedback.
5. **Resilience and Adaptability:** Demonstrates tolerance of stressful or changing environments or situations and adapts effectively to them; is persistent, even under difficult situations; recovers from setbacks.
6. **Social and Interpersonal Skills:** Demonstrates an awareness of others' needs, goals, feelings, and the ways that social and behavioral cues affect peoples' interactions and behaviors; adjusts behaviors appropriately in response to these cues and treats others with respect.

Vanderbilt experience



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- Chose to focus interviews on three competencies **Integrity and Ethics; Resilience and adaptability; Curiosity** (desire to learn)
- Developed a bank of questions for each competency (12 for Integrity and ethics, 23 for resiliency and adaptability, 7 for curiosity)
- The CBBI interview is separate from the summary interview and is blinded to the applicant's application.
- 2 questions per competency are asked
- The CBBI interviewers are trained in behavioral interview techniques and trained how to use the rating scale
- Tested the questions out on current first year students and had them rate the difficulty of each question (hard, medium, easy)
- Videotaped interviews with current medical students for training faculty interviewers

Rating Scale



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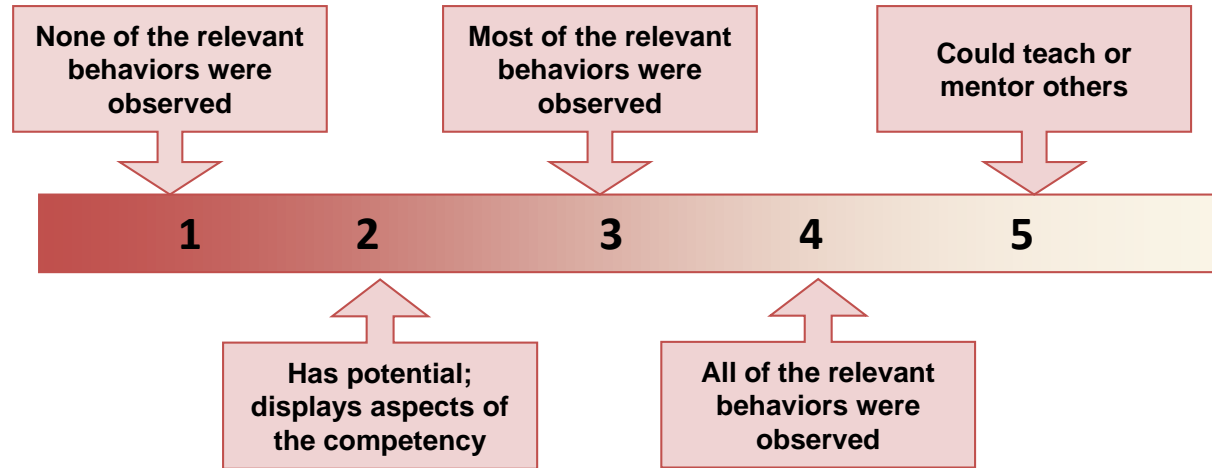
3 point scale –Rating scale for Resilience and adaptability

1= **Inadequate response**: Evidence gathered shows rather unimpressive behavior to tolerate stressful or changing environments

2= **Adequate response**: Evidence gathered shows behavior to tolerate stressful or changing environments; example supports ability to adapt effectively to difficult situations and recover from setbacks.

3=**Best response**: Evidence gathered shows very impressive behavior to tolerate stressful or changing environments; provides an excellent example to support ability to adapt effectively to difficult situations and recover from setbacks; applicant shows potential to be a role model for others and a leader in the area of resilience and adaptability

Other ratings systems





Red Flags

- Failure to provide concrete examples
- Glib or superficial answers
- Use of the phrase “We did this” –exactly who is “we”? should be followed up with probing questions about the specific role of the candidate
- Bad behavior
- Triangulate information with other interview and other materials available (letters of recommendation)





Survey of Interviewed students-2012

	Summary	CBBI
My interview was fair	94%	95%
My interviewer created a relaxed environment	91%	87%
My interviewer asked challenging questions	62%	94%
My interviewer asked fair questions	93%	91%
Overall, this interview was more challenging than interviews at other schools	19%	66%
My interview enhanced my positive view of Vanderbilt	91%	81%

CBBI for fellowship training



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- Would be very well suited to fellowship training as all applicants have a common background (completed residency) and the questions could be tied to competencies or milestones for fellowship
- You can decide what are the most important competencies/milestones for your fellowship and tailor the questions accordingly

References



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- Easdown, LJ, Castro PL, Shinkle, EP, Small L, Algren The behavioral interview, a method to evaluate ACGME competencies in resident selection: A pilot project. JEPM, Vol. 7 No 1. Jan-June, 2005
- Arthur, D Recruiting, Interviewing, Selecting and Orienting new employees, 5th edition, New York AMACOM, 2012
- Best Practice for conducting residency program interviews, AAMC, September 2016

Sample questions-Cardiology Fellowship Integrity/Ethics/Resilience



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- Tell me about a time when you had to handle a tough problem that challenged ethical issues
- Give me an example of a situation where you had to present a hard truth to someone. How did you handle it?
- Give me an example of when you faced a challenge that tested your coping skills.
- Tell me about a time when you have had to deal with or work closely with a difficult or angry person. How did you handle it?
- Tell me about a time when you have had difficulty dealing with a change in policy or procedure at work
- Describe a time when you failed to accomplish a goal. How did you handle it?
- Tell me about a time when you did not handle a situation well or a time you felt overwhelmed
- Tell me about a time when you took responsibility for a mistake before anyone else knew you made it
- Give me an example of a time when you had to adjust quickly to changes around you over which you had no control
- Tell me about a time you were frustrated or lost your temper at work

Sample questions-Cardiology Fellowship Leadership



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- Give me an example of a time when you were open minded to a new idea or situation
- Describe a time when you had to take a risk
- Tell me about a time when you had to motivate others to complete a task
- Tell me about a time when you were in a leadership role and it did not go well
- Describe a time when you departed from a standard approach to accomplish a goal
- Describe a time when you had to solve a difficult problem between individuals and how you handled it

Sample questions-Cardiology Fellowship

Communication/ Interpersonal Skills/Sensitivity to Others



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- Give me an example of a time when you had to explain a complex situation or task to someone
- Tell me about a time when you were able to persuade someone to support your ideas or project, do something that they initially did not want to do, or win them over.
- Tell me about a time when you did not communicate appropriately or effectively
- Tell me about a time when you underestimated the impact that your actions or decisions would have on others
- Describe a time when you had a conflict with a superior. With someone junior to you.
- Tell me about a time when you have had to receive constructive criticism.



- Questions?