



Structured Behavioral Interview Guide

Preparation Prior to the Interview

- Communicate the time and place of the interview to all parties.
- Provide guidance related parking and detail directions to the location of the interview.
- Review the applicant's Workday application and/or resume.
- Review the Workday Job Profile to include minimum qualifications and preferred experience.

Beginning the Interview

- Greet the applicant and try to put them at ease.
- Introduce yourself and other members of the interview teams (as appropriate) and explain their current role within the organization.

Explain the structure, and goal(s) of the interview, to include:

- Gather information about the applicant and to enable UVA to make a fair decision and
- To allow the applicant to learn more about UVA and the position for which they are interviewing
- Inform the applicant that you will be taking notes during the interview

Conducting the Actual Interview

- Review the Job Profile for the applicant to review and ask questions.
- Provide the applicant a realistic job preview and explain what the most successful applicant will look like as it relates to experience, knowledge, skills, and abilities.
- Stick to the structured interview format and questions provided.
- Read the questions provided and (do not paraphrase)
- Use probing, and follow up questions, to make sure that you understand the applicant's answer
- Take good notes
- Ensure that all follow up questions, and notes that you take, meet all regulatory and EOCR guidelines. For additional information please click on the following link:

https://eocr.virginia.edu/sites/eop.virginia.edu/files/pdf/Permissible_Interview_Questions_May2019.pdf

At the Conclusion of the Interview:

- Thank the applicant for their time.
- Provide them information on next steps (ex. "I will be interviewing several additional candidates over the next few weeks. If you are chosen as a finalist, or selected to move forward in the hiring process, someone will reach out to you directly to discuss next steps.")
- Explain that the applicant can check on the status of their UVA Health application(s) by logging into your Workday account at <https://uva.wd1.myworkdayjobs.com/en-US/UVAJobs/login> → clicking on the "Candidate Home" link in the top right corner → then clicking on "My Submitted Applications."
- Review and complete your notes from the interview.
- Evaluate the applicant on relevant job-related factors and their fit for your position.
- Discuss other interviewer's feedback and gain consensus on the candidate
- You are required to forward all interview notes for candidates interviewed by any means (via telephone, in-person or virtual) to your recruiter. This includes both selected and non-selected candidates. Please communicate your final decision related to hire/not hire with your recruiter as soon as interviews are complete.

Managers can access additional detailed information on the overall hiring process, on-line resources, and E-learning courses related to Workday Essentials on the UVA HR page at the following link: <https://hr.virginia.edu/careers-uva/hiring>



Behavioral Interview Question Pick List and Documentation Tool

UVA leaders are expected to utilize the following behavioral based interview questions during the applicant interview process. Behavioral based questions are used to assess an applicant's past job-related behaviors and provide potential indicators of future job performance. Please allow the applicant time to provide specific examples of the situation(s), remember to ask appropriate follow-up and/or additional probing questions, and document your feedback within the area(s) provided below in this form.

Applicant Name: _____ **Position Name:** _____

Department: _____ **Date/Time:** _____

Interviewer Name: _____

Questions Related to Attitude

Attitude Q#1: Please give an example of a time when you received negative feedback about your job performance from a manager or co-worker? How did you feel and how did you respond?

Attitude Q#2: In your past work experience, what kind of co-workers or customers were the most challenging to deal with on the job? How did you manage your relationships with these people?

Attitude Q#3: Give me an example of a time when you did more than your normal required work to get a task or project done by a deadline?

Positive Answers:

- Accepts criticism well
- Takes accountability for their own actions
- Tries to rectify unpleasant situations
- Is generally positive and upbeat about work situations

Red Flag Answers:

- Is overly defensive in response to criticism
- Is unable to offer rational justification for actions
- Blames failures on others

Notes:

Attitude Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Questions Related to Effective Communication

Communication Q#1: What approach has worked best for you in the past in communicating with your manager or your co-workers?

Communication Q#2: Describe a time when you had to give a customer or co-worker bad news. How did you communicate it to them? How did the person respond?

Communication Q#3: If you had to read illegible handwriting, what would you do?

Communication Q#4: Have you ever made suggestions for improvements within your department? What did you suggest and how did you communicate your ideas? Explain your role in the implementation of this improvement.

Positive Answers:

- Able to communicate complex ideas to team members
- Has good verbal skills and ability to influence listeners
- Uses skills such as reflection, restatement, and paraphrasing
- Values humor
- Disagrees with authority when appropriate

Red Flag Answers:

- Uses slang or poor grammar
- Does not have any questions during or at the end of the interview
- Offers short answers with little explanation
- Mumbles or offers incomplete answers
- Frequently misunderstands the point of the questions

Notes:

Communication Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Questions Related to Compassion

Compassion Q#1: Tell me about a recent situation when you had to help a customer, or co-worker, who was emotionally frustrated? How and why did you get involved? What did you do to help them deal with their concern(s)?

Compassion Q#2: Describe a time when you were able to be personally supportive and reassuring to another individual.

Compassion Q#3: Tell me about a work emergency or crisis of some kind in which you were involved. What was your role? What did you do?

Positive Answers:

- Relates to the needs of peer or patients
- Able to be genuinely sympathetic
- Sees all sides of a situation

Red Flag Answers:

- Is flippant or uncaring about others' needs
- Does not empathize with others

Notes:

Compassion Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Questions Related to Conflict Resolution

Conflict Q#1: Tell me about a time you did not agree with a co-worker on how to do something. How did you express your point of view? How did you work with your co-worker to get the work done?

Conflict Q#2: Tell me about a time when you disagreed with a decision made by your leadership. Why did you disagree? What did you do about it?

Conflict Q#3: Describe a time when you had to give unfavorable feedback about the performance of someone who worked with you or for you. How did you handle the situation? What was the result?

Conflict Q#4: Tell me about a time when something you did on the job did not go as you had planned? What did you do to "fix" the situation and what was the outcome?

Positive Answers:

- Reasons through multiple viewpoints
- Listens to concerns from all sides
- Works to improve situation

Red Flag Answers:

- Blames others for personal difficulties
- Consistently takes sides
- Appears passive aggressive

Notes:

Conflict Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Questions Related to Customer Service (General)

Cust Serv Q#1: Have you ever had to make a change in your normal communication style to successfully meet the needs of a customer? What happened?

Cust Serv Q#2: Tell me about the nicest compliment you have received when serving a customer. What was the situation that resulted in the compliment?

Cust Serv Q#3: Can you share an example of when you did things outside of your regular assigned tasks to assist a customer or teammate?

Positive Answers:

- Can empathize with customer/patient needs
- Recognizes importance of service excellence
- Can show evidence of restraint/control when placed in a difficult situation
- Has a mature problem-solving attitude

Red Flag Answers:

- Complains about customers/patients
- Adheres blindly to established procedures
- Does not frequently volunteer to help or assist
- Inflexible and rigid in thinking

Notes:

Customer Service Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Questions Related to Integrity and Teamwork

Integrity/Teamwork Q#1: Recall a time when you made what you consider a mistake or a bad decision on the job. How did you handle the situation?

Integrity/Teamwork Q#2: Describe a time when you were able to help a co-worker solve a problem, learn a new skill or improve their performance.

Integrity/Teamwork Q#3: Tell me how you increased teamwork among a previous group with whom you worked.

Positive Answers:

- Takes personal responsibility for his or her actions
- Respects confidentiality
- Maintains a positive attitude even when they disagree with others
- Is able to appropriately resolve conflicts
- Shares critical information up, down and across the organization
- Follows through on explicit/implicit promises and commitments

Red Flag Answers:

- Is unable to think of a situation
- 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 (or like) differing viewpoints
- Disparages teammates
- Unable to delegate (must be in control)

Notes:

Integrity/Teamwork Response Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Clinical Focused Questions

Clinical Q#1: How do you handle working with other nurses, doctors, and care team providers?

Clinical Q#2: Describe a time when you anticipated potential problems with a patient and initiated preventative measures.

Clinical Q#3: How do you prioritize patient care in a fast-paced environment?

Clinical Q#4: When is listening very important on your job? Under what circumstances do you find it difficult to listen? What do you do in these circumstances?

Clinical Q#5: How would you deal a patient or family members of patient that are not satisfied with their care?

Clinical Q#6: Describe a time you were faced with a patient or family member who chose not to communicate or disclose important information. How did you handle the situation and what was the outcome?

Clinical Q#7: Describe your experience with a very ill patient who required a lot of your time. How did you manage this patient's care while ensuring your other patients were adequately cared for?

Clinical Q#8: What do you do to show empathy or compassion when a patient is sad about his or her condition or when a family member is upset about their loved one's condition?

Clinical Focused Questions - Notes:

Conflict Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Additional Question #1 (Question and Response):

Conflict Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Additional Question #2 (Question and Response):

Conflict Question Score:

- Marginal (1 point) Fair (2 points) Satisfactory (3 points) Very Good (4 points) Excellent (5 points)

Applicant Name: _____ **Position Name:** _____

Department: _____ **Date/Time:** _____

Interviewer Name: _____

Overall Score (transfer individual scores for each question above below):

Attitude question score: _____

Communication question score: _____

Compassion question score: _____

Conflict Resolution question score: _____

Customer Service question score: _____

Integrity/Teamwork question score: _____

Average Score: _____ (Add score(s) of each question then divide by 6)

Additional Questions:

Clinical Focused Question #1 _____

Clinical Focused Question #2 _____

Additional Question #1 _____

Additional Question #2 _____

Overall Average Score: _____ (Add score(s) of each question then divide by appropriate number from 7 to 10)

Overall Interview Score:

- Marginal Fair Satisfactory Very Good Excellent

Hiring Decision: Make offer Consider but interview others Do not pursue further