

Member Selection: Making the Most of Your Interviews

An Introduction to Behavioral Interviewing

NCEMSF 2008

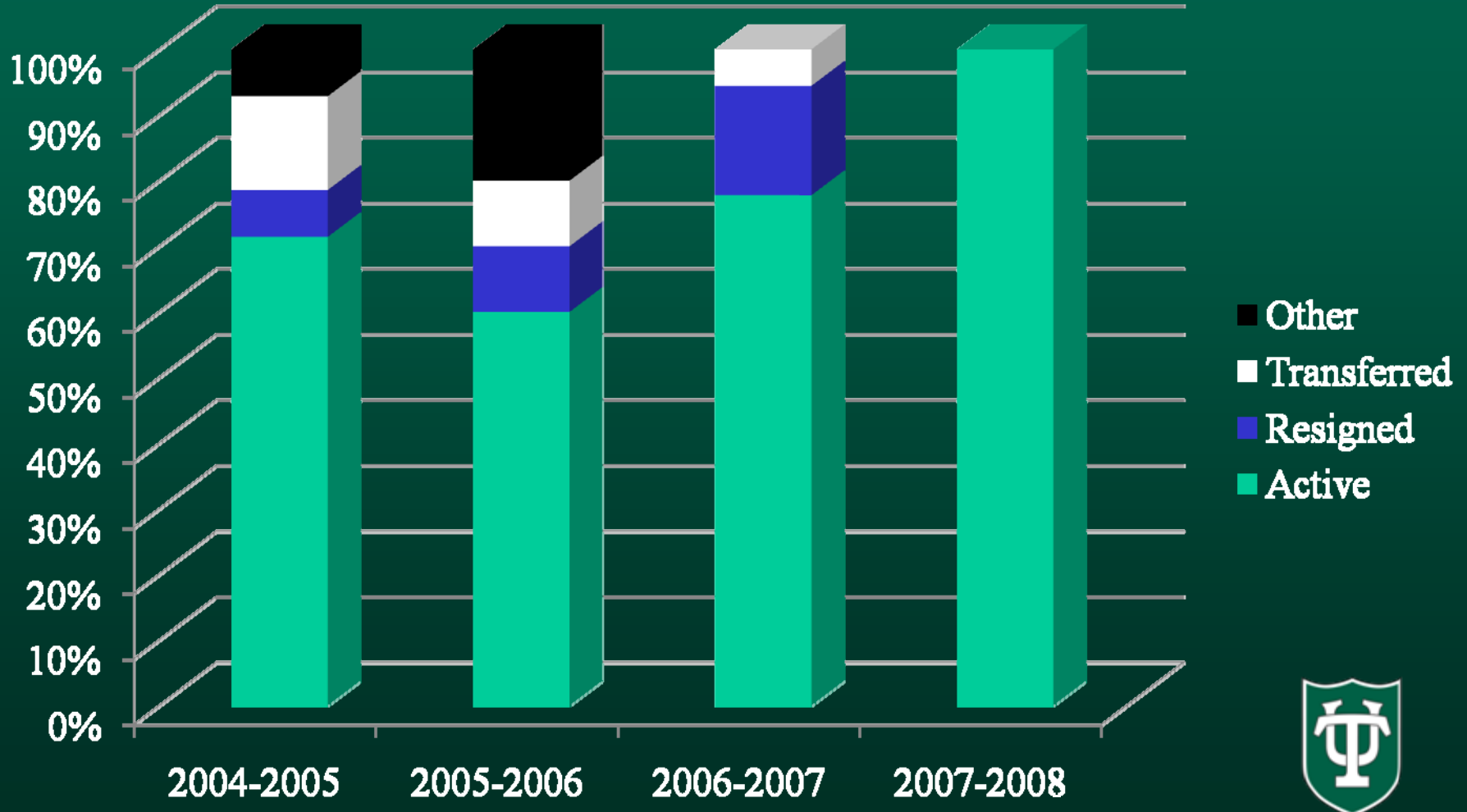


Why is membership selection important?

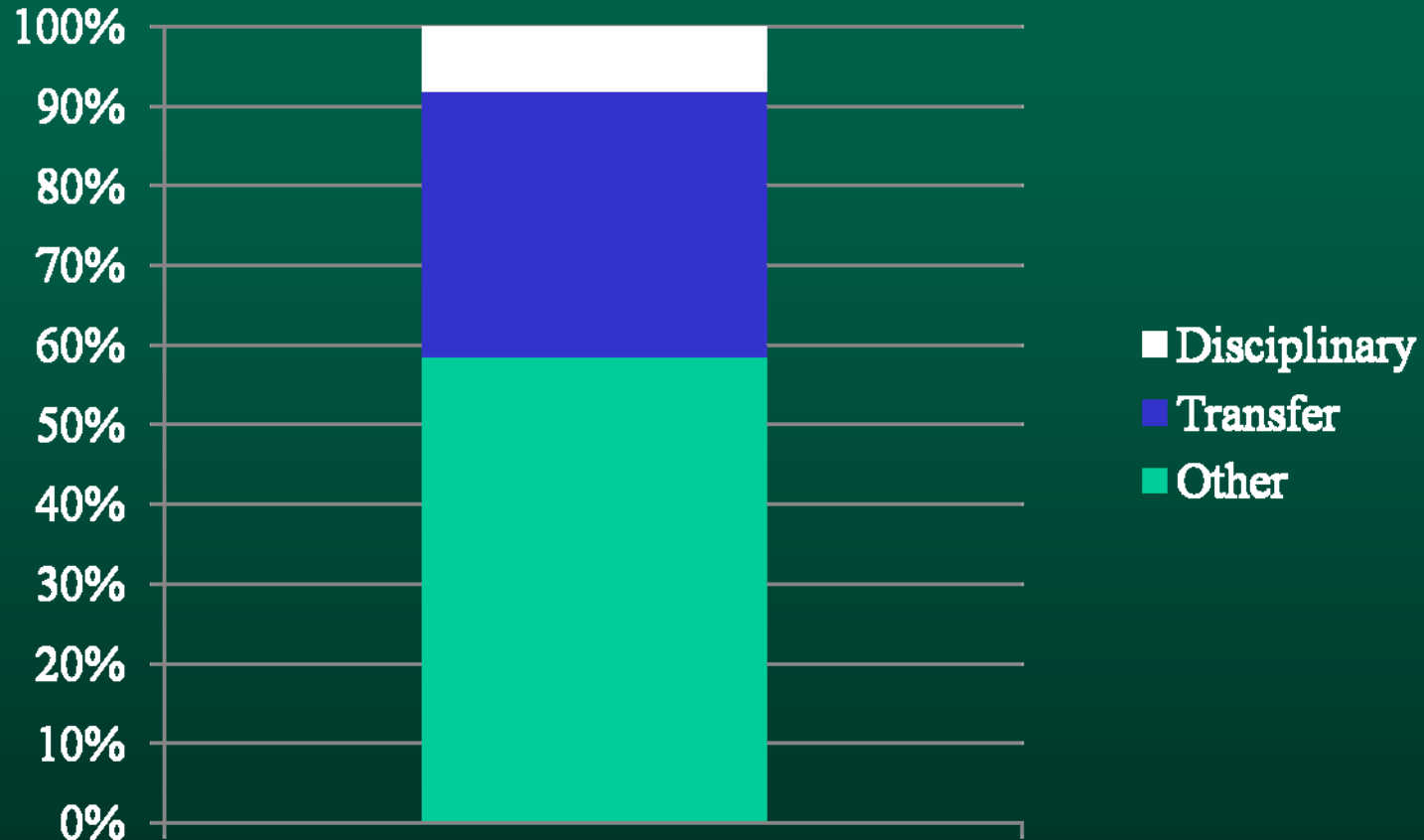
100%



Retention Rate by Selection Year



Reasons for Leaving



Percent of former members by reason for leaving



Objectives

- To *define* behavioral interviewing
- To *differentiate* between behavioral interviewing and traditional interviewing concepts and questions
- To *understand* the benefits of behavioral interviewing
- To *practice* behavioral interviewing questions



Outline

- History and Background
 - Definitions
 - Traditional vs. Behavioral
- Five Steps to Behavioral Interviewing
- Practice with Behavioral Interviewing



Definitions

- Behavioral interview- an interview which elicits answers emphasizing past performance and real life examples

“The most accurate predictor of future performance is past actions in a similar situation”



Traditional Interviews

- Casual/informal
- Inadequate information
- Single decision maker
- Overlap of information
- Time consuming
- Non-defensible

Behavioral Interviews

- Detailed agendas
- Only job relevant data
- Collaborative decision
- No overlap
- Efficient, when done correctly
- Logical basis of decision



Typical Questions

Traditional Interviews

- Tell me about yourself.
- You can work under pressure, right?
- Do you have time management skills?
- If you were a piece of fruit in a bowl, what would you be?

Behavioral Interviews

- Those in EMS most often have to communicate very well, can you give me...
- Give us an example of when you were faced with a stressful decision.
- How do you organize yourself at school?



Behavioral Interviews look for...

job specific,
functional, transferrable, adaptive skill sets
to meet the organizations
predetermined goals and objectives.



Five Steps to Behavioral Interviewing

5. Use criteria to rate answers and select for position.

4. Develop questions based on organizational goals and position qualifications.

3. Review applications and resumes prior to interviews.

2. Determine the format of the interview.

1. Analyze the position and what qualities are necessary.



Step 1- Analyze the Position

- Mission statement, SOPs, SOGs, NREMT statements, NAEMT Code of Ethics
- “A new member of organization X is expected to...”
- Knowledge, Attitudes, Skills (Behaviors)
- What are some of the things your organization looks for?



Step 2- Develop Questions

- Where does your organization want to be?
- How can you achieve the goals without the best people?
- Objective questions on past performance in specific areas you have identified.



Step 3- Review Applications Prior to Interviews

- Know the interviewee.
- Establish rating sheets with questions and qualities on it. Each candidate gets asked the same questions!
- Utilize the application and resume



Step 4- Determine the Format

- Who will be interviewing?
- Who will ask which questions?
- What will be the questioning format?
- Set a schedule, stick to it!
- Keep the candidate at ease.
- Should be used to examine motivations and ensure they understand requirements.



Step 5- Use criteria!

- Create a standard for rating responses
- Do not rate on what your ideal response is
- Use the SAOR method
 - Situation, Action, Outcome, Reference
- Probe for the personal
- Don't get startled by tough situations



Tough Situations

- Silence
 - Rest, reassure, rephrase
- Bluff
 - “It happens all the time.”
 - Get specific: “What was the name of the advisor..” or “Who was in charge before...”
- Opinions or non-specific incidents
 - Compliment on the opinion, stay positive
 - Assume it was you, rephrase, and gently press



Let's Practice

- Take a few minutes to formulate a behavioral interview question.
- Interview your neighbor with the question, and discuss what you are looking for and how you could rate it.



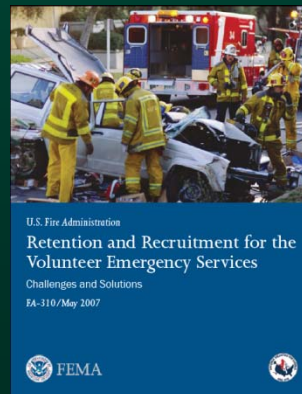
Review

- Behavioral interviewing is a type of interviewing which seeks concrete examples of past behavior as indicators of future success.
- Questions are developed based on an organization's needs and positional performance standards.
- Questions are rated by pre-established criteria. There is no right or wrong answer.
- Selection is based on those who most closely fit with the needs of the organization and the standards of the position.



References and Resources

- Department of Veterans Affairs- Performance Based Interviewing. Located online at <http://www.va.gov/pbi/>
- Dianna Podmoroff- How to Hire, Train & Keep the Best Employees for Your Small Business. Atlantic Publishing, 2004.
- FEMA: USFA- Retention and Recruitment for the Volunteer Emergency Services. Accessible online at <http://www.usfa.dhs.gov/downloads/pdf/publications/fa-310.pdf>



Questions?



Aaron Miller

Tulane University School of Public Health and Tropical
Medicine

amiller3@tulane.edu

901-921-6350

