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Purpose of Hiring Right

• Help URMC to ensure processes describe and demonstrate the ICARE Experience to potential candidates.

• Integrate ICARE-based interview questions into the hiring process.

• Provide a balanced, objective view of candidates and increased confidence in hiring decisions for a good cultural fit.

• Help to reduce “gut feel” decision-making.
It’s a funny thing about life; if you refuse to accept anything but the best, you very often get it.

-Somerset Maugham, English novelist
In determining “the right people,” the good-to-great companies placed greater weight on character attributes than on specific educational background, practical skills, specialized knowledge or work experience.

-Jim Collins, author, *Good to Great*
ICARE... always

My Personal Commitment

At the University of Rochester Medical Center, every member of our team is required to make a personal commitment to our patients, their families and each other. We expect that you embrace our vision to deliver patient and family-centered care across all aspects of the Medical Center, always placing patients first. By doing so, we ask that you live by the ICARE values and make them central to your work life at URMC, each and every day; treating others the way you want to be treated. Outlined below are key ICARE behaviors we all must do consistently as we deliver ‘Medicine of the Highest Order’.

Living the ICARE Values:

**Integrity** — I will conduct myself in a fair, trustworthy manner and uphold professional and ethical standards.
- Introduce yourself — (greet, say your name, explain your role)
- Be mindful of your actions — (conversation topic, tone, volume, body language)

**Compassion** — I will act with empathy, understanding and attentiveness toward all others.
- Communicate with warmth — (use preferred names, smile, make eye contact, listen attentively)
- Respond to feelings — (show empathy and kindness)

**Accountability** — I will take responsibility for my actions and join with my colleagues to deliver ‘Medicine of the Highest Order’.
- Answer questions clearly — (ask about and address concerns, explain next steps)
- Involve and update — (patients, families and colleagues)

**Respect** — I will always treat patients, families and colleagues with dignity and sensitivity, valuing their diversity.
- Be courteous and friendly — (to all patients, families and colleagues across all departments)
- Speak positively — (about your colleagues, other departments and the institution)

**Excellence** — I will lead by example, rising above the ordinary through my personal efforts and those of my team.
- Take initiative to help — (ask if there is anything else you can do, assist your colleagues)
- Recognize your colleagues — (thank them for their efforts)

Through my signature, I make my commitment to our patients, families and my colleagues across all departments of the institution. By doing so, I take responsibility to uphold the ICARE values and consistently demonstrate these global behaviors and my ICARE job-specific behaviors in all interactions.

Signatures ___________________________________________ Date ___________
Before the Interview

1. Decide how many people should be part of the interview team. Select the team to interview candidates (include coworkers).

2. Meet with the interview team and review the interview questions together.

3. Select the questions that best meet the needs of your particular area.

4. Decide who will ask what question(s), including the ICARE self-assessment questions.

5. Print out the Interview Questions, ICARE Contract, and Scorecard to use in the interview.
During the Interview

1. Integrate ICARE questions with skills and technical questions.
2. Use the ICARE Contract as a reference and make it part of the interview conversation.
3. Share two or three Strong Stars that provide examples of the behaviors you would want the candidate to imitate.
4. Allow the candidate time to ask questions (listen more than you speak).
5. Use the interview as an opportunity to also “sell” URMC as a great place to work.
7. Record the score for each question in the “Score” column. Score should reflect your perception of the candidate’s response.
After the Interview


2. Calculate the scores using page two of the Scorecard.

3. On the Scorecard, write your perceptions of candidate responses in the overall strengths and weaknesses sections.

4. Send your final Scorecard to the interviewing team with notes on key strengths and weaknesses for final discussion.

5. Reminder: For internal candidates, check with internal references. If you have questions about the candidate’s past performance, contact your HR Business Partner.
Additional Best Practices*

1. Vary the style of the interview (traditional question and answer, group interview, casual group discussion at lunch, role-playing, etc.).


3. Do a pre-screen phone call to connect with the candidate on “deal-breakers” (willingness to travel, ability to work nights/weekends, etc.).

4. Provide a tour to make introductions to coworkers and see how friendly the candidate is.

5. Have a coworker call to congratulate the candidate on progressing through the hiring process.

6. Have a coworker take the candidate to lunch as part of the interview.

7. Take the candidate to meet other organizational leader(s).

8. Tell your own ICARE story to personalize what the ICARE Experience means to you.

*As applicable
**INTERVIEW SCORECARD - PAGE 1**

**Instructions:** Below are the ICARE Behavioral questions to ask in your interview with the candidate. In the "Response Summary" column, record candidate's response (not your feelings about the response, but a summary of what he or she said). You can then use the score you assign to those responses to reflect your perception of the response. "What to look for" should help you to assign a score. Please remember to use the entire 1 to 5 scale to help differentiate between candidates. To conclude, complete this summary page including overall strengths, weaknesses, and your recommended next steps.

### HIRING RIGHT INTERVIEW SCORECARD

**ICARE Experience Values to consider:**
- Integrity, Compassion, Accountability, Respect, Excellence

### CANDIDATE SUMMARY / OVERALL INTERVIEW SCORE

<table>
<thead>
<tr>
<th>Candidate Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate Job Position:</td>
<td>Interviewer Name:</td>
</tr>
</tbody>
</table>

**Overall Perceived Strengths:**

**Overall Perceived Weaknesses:**

**Interview Score** (Use worksheet on Scorecard page 2 to calculate final interview score)

**Recommended Next Step (Hire, Undecided, Not Selected):** Review the ICARE Experience and the candidate's professional appearance/presentation, interpersonal skills, demonstrated level of interest in ICARE, and the strengths and weaknesses you captured above. Ask yourself: Is the candidate a match for the experience URMC is trying to deliver to patients, families and employees? Is the candidate friendly? Would you want this person helping you, your family, or your friends with their healthcare needs? Would you want to work with this person?
## INTERVIEW SCORECARD – PAGE 2

<table>
<thead>
<tr>
<th>Competency / ICARE Value</th>
<th>Column A</th>
<th>Column B</th>
<th>Column B ÷ Column A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of questions asked</td>
<td>Total Score for questions asked</td>
<td>Average</td>
</tr>
<tr>
<td>Sample Calculation</td>
<td>5</td>
<td>20</td>
<td>4</td>
</tr>
<tr>
<td>Professionalism (Respect)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resourcefulness &amp; Results (Excellence)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expertise &amp; Learning (Integrity)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service (Compassion)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Accountability (Accountability)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Final Interview Calculations:

- **Column A**: TOTAL questions asked
- **Column B**: TOTAL questions asked score
- **Average**: Column B ÷ Column A

(Enter this number on Scorecard)
## Hiring Right: Interview Questions

### INTERVIEW QUESTIONS

<table>
<thead>
<tr>
<th>#</th>
<th>Competency / ICARE Value</th>
<th>Question</th>
<th>What to Look For</th>
<th>Score</th>
<th>Response Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Professionalism</strong></td>
<td>Tell me about a time when you had to deal with someone who saw things or did things differently than you. What did you say? How did you handle it?</td>
<td>Professional demeanor, good communication skills, respect for the opinions of others. Ability to communicate in a tone that is respectful, honest, and personal. Ability to speak positively about others.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>Professionalism</strong></td>
<td>How do you feel about receiving feedback from others? What is the most challenging for you about receiving feedback from others? How have you overcome these challenges?</td>
<td>An interest in continuously improving his/her skills and a positive take on feedback.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><strong>Professionalism</strong></td>
<td>What &quot;co-worker&quot; behaviors have you found tough to work with in the past? How do you handle it when someone is doing those behaviors?</td>
<td>Willingness to acknowledge some behaviors is frustrating, with examples of appropriate strategies to work with these frustrations. Ability to speak positively about someone even when they are challenging to deal with</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td><strong>Professionalism</strong></td>
<td>Tell me about a time when you helped a coworker, either within your department, or in another department.</td>
<td>Willingness to proactively help other team members. Ability to work within and across departments to achieve organizational goals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td><strong>Professionalism</strong></td>
<td>What do you think is the most important condition for success in a team-based environment? Tell me about a time when you contributed to strengthening a team.</td>
<td>An understanding of team dynamics and real life examples of working together towards a goal. An interest in contributing to a positive workplace.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
“If you want your company to continue to grow, and the culture to continually improve, you need people with the urge to take themselves to the next level.”

-ZapposInsights.com
live it everyday