

# Managing Interviews



Dr SH Liu

Chief Manager (Infection, Emergency & Contingency),  
Quality and Safety Division, HA



# Core Competency Model for Medical Staff

- Core Competency (CC) refers to the set of knowledge, skills and attributes expected for effective performance of staff
- The CC model for HA medical staff was developed in 99/00
- Competency-based SDR



# Core Competency

## FUNCTIONAL COMPETENCY

- Patient-centered Care
- Application of medical knowledge
- Clinical decision making
- Procedural/Operative Skills

## PEOPLE & TEAM COMPETENCY

- People Development
- Teamwork
- Leadership

## PERSONAL COMPETENCY

- Personal effectiveness
- Integrity

## ORGANIZATION EFFECTIVENESS

- Service/Organization Development
- Service Improvement



# Entry Requirements & Shortlisting Criteria

- Entry requirements are the minimum qualification and experience levels
- Having regard to the requirements of the positions and consulted user department
- Normally excluded for applicants who do not meet the entry requirement
- Shortlisting criteria are additional requirements to the entry requirements
- Shortlisting criteria must be endorsed by the selection board



# Selection Criteria

- a) Briefed on the actual requirements of the vacant position at the actual time of appointment
- b) Selection Board should discuss and agree on the selection criteria before interview
- c) Agree on the calibre and qualities
- d) Selection Board decides on relative importance of the selection criteria: essential or peripheral
- e) Assess the candidates against a profile of preferred qualities



# Composition of Selection Board

## **For Category 1 posts**

(eg HCEs, Consultants)

- Normally comprises 4 – 6 persons
- Chairman = CCE/HCE or HGC member
- HAHO rep or nominee
- HGC member
- GM(CS) or relevant COS
- A senior staff of the profession
- External expert, where necessary

## **For Category 2 posts**

(eg AC, Specialist Res)

- Normally 3 – 5 persons
- Chairman = CCE/HCE or rep.
- Head of user dept or rep
- HAHO rep or nominee at HO's discretion
- A member from user dept (must be senior to the recruit)
- A senior staff of the profession (for prof staff)
- Rep from HR dept



# Role of Selection Board Members

- Chairperson to brief the board on the actual requirements and should discuss and agree on the selection criteria
- Time allocated to each applicant should be reasonable & comparable
- Members should declare interest where necessary
- Board members will make independent assessment
- Selection board should discuss and decide on the appointment of suitable candidates during conclusion
  - For Cat 1 post, selection should be based on two-thirds majority of the selection board members
  - For Cat 2 & 3 posts, based on simple majority
- Decision of selection board should be properly documented and approved
- To keep and use copies of SDR strictly on a need-to-know basis.

## Candidate Assessment Form

Name of Candidate: \_\_\_\_\_

Candidate No. \_\_\_\_\_

A. Outstanding

B. Very Good

C. Good

D. Moderate

E. Unsatisfactory

	A	B	C	D	E
1. <u>Professional / Technical Knowledge</u> - Knowledge of the duties of the post					
2. <u>Experience</u> - Experience related to the duties of the post					
3. <u>Qualification</u> - Academic/professional attainments					
4. <u>General Intelligence</u> - Appreciation and analysis of essentials					
5. <u>Disposition / Motivation</u> - Self-reliance, confidence, interest, attitude					
6. <u>Oral Expression</u> - Fluency in English and Cantonese					
7. <u>Self Presentation</u> - Manner					

General comments:

Recommendation:  Recommended / Waitlisted for appointment  
(Priority No. \_\_\_\_\_)

Not recommended for appointment  
(Priority No. \_\_\_\_\_)



**"You're just the type we're looking for."**



# Preparation (1)

- Highlight your “marketable” skills
  - Professional qualifications
  - General “liberal arts” skills  
eg good problem-solver, team player
  - Character traits and personality strengths
- Point to specific results and how you have used your skills to achieve a benefit of your organization
- Take time to review the evidence supporting your “selling points” and including some objective information



# Preparation (2)

- Check with your peers, the more you know about the post's requirement and deliverables, the better you can tailor your interview questions & responses
- Conduct research on out-going staff, changing circumstances and challenges and develop a focused interview strategy that synchronizes your goals and strengths with the employer's needs
- Rehearse your strategy by mock interviews, strike a balance between rehearsed response & spontaneous impulse.



# Common Concerns in the Selection Process

Six areas:

- Capability
- Compatibility
- Credibility
- Suitability
- Employability
- Affordability



# The Psychology of Interviewing

- Good rapport is important
  - making effort to warm things up
- Deal with your emotions
  - level of confidence and emotional resiliency to participate wholeheartedly in interviews
  - Be honest
  - A learning opportunity
- Listening is a skill
  - Don't be preoccupied with your own ideas & opinions
  - Give your complete attention to the interviewer
  - Don't jump to conclusions
  - Focus on interviewer needs, not your own
  - Prepare thoughtful questions



# Take the Questions (1)

- Tell me about yourself
- What are your strengths
- What are your weaknesses
- What is your greatest achievement
- What would your former boss say about you
- How do you handle authority/conflicts/stress/ ....
- What would your colleagues say about you
- Where do you want to be five years from now
- What have you learned from each of your jobs
- What kind of an employee are you



# Take the Questions (2)

- Describe your personality
- What are you looking for in your next job
- How do you normally handle change
- How does this job fit in with your career goals
- Do you consider yourself a success
- What is the hardest thing you ever had to do in your job
- How would you describe your relationship with your boss
- What motivates you
- Name three personal characteristics that best describe you



# Take the Questions (3)

- Problem-solving Questions
  - Present a real-life problem or hypothetical situation for you to try and solve
- Behavior-based Questions
  - Based on the assumption that past behavior is the best predictor of future performance.  
Eg. “Describe a time when you....”



# References:

1. HA Core Competency model for Medical Staff, Apr 03 – HA intranet
2. Reference notes on conducting selection interview and offering appointment, Aug 05 – NTWC HRD
3. The Wall Street Journal – National Business Employment Weekly – Interviewing, 2<sup>nd</sup> edition, 1996, Wiley