



PEER INTERVIEWING

*Developing partnership,
ownership, and leadership*



SPECIFIC OUTCOMES

- Comprehend the concept and purpose of peer interviewing
- Understand the benefits of behavioral interviewing
- Understand the principles of conducting an effective and proper peer interview
- Develop the ability to conduct peer interviews as a component of the hiring process
- Demonstrate an understanding of the use and utility of the peer interview matrix



WHAT IS PEER INTERVIEWING?

Co-workers utilizing behavioral-based questions to evaluate job candidates for:

- **The Right Attitude**
- **A Culture Fit**
- **The Right Skill Set**

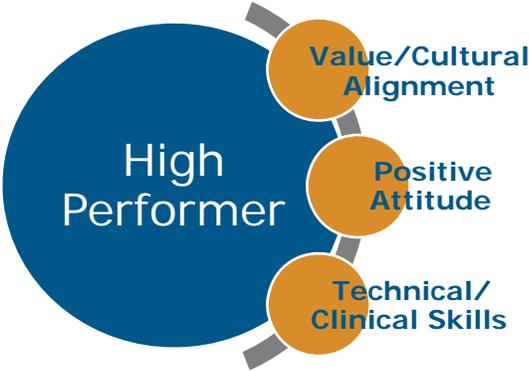


BEHAVIORAL-BASED QUESTIONS

- Past experiences/behavior is a good predictor of future behavior
 - Tell me what you "**did**" versus what you "**would do**"
- Actions speak louder than words—***if the candidate has list of successes in previous roles, we can infer future success***

HOW IMPORTANT IS THE RIGHT ATTITUDE/FIT?



All three components are important in choosing the right person!

Peer interviewing provides insight into each one

WHY DO PEER INTERVIEWING?

- Turnover reduction—peers are better able to determine whether the candidate is the “right fit”
- Peer interviewers become “invested” in organizational success—they feel valued and want to “make a difference”
- Peer interviewing has a positive impact on the bottom line—**Lower turnover = Higher quality and satisfaction scores (employee & patient)**






"THE PROCESS"

Hiring Manager prepares the team

- Manager leads pre-interview meeting utilizing the Peer Interview Checklist
- Review the Peer Interviewing Decision Matrix
- Coordinate competency areas among team, decide on "weighting," and assign behavioral questions
- HR staff always available to assist with determining strategy






TURNOVER

What is it?

- The ratio of the number of employees separated during a given period (month/year) to the average number of employees over the same period

UVA Medical Center Turnover
FY '12 (July 2011 – June 2012)

# of employees separated	Average # of employees	Annual turnover rate
907	6,200	14.5%

* Excludes House Staff

Goal – 13.7%

Top Decile Benchmark – 9.3%



HOW MUCH DOES IT COST?

- Replacement cost is 100-300% of salary dependent upon many variables; i.e., market, length of vacancy, training requirements, etc.
- Cost to replace general healthcare employee: \$42,758
- Cost to replace RN: \$59,857
 - FY '12 Turnover = 14.5% (907 employees)
 - $907 \times \$42,758 = \$46.6M$
- Plus, there is a direct correlation between high turnover and quality of patient care



WHY WERE YOU SELECTED AS A PEER INTERVIEWER?

Because you possess the following attributes:

- High performer
- Role model for excellence
- Inspire trust and confidence from co-workers
- Engaged and committed
- Good listening skills

It is an honor to serve on the Peer Interviewing Team



HOW DOES THE PROCESS WORK?

Hiring Manager selects the peer interviewing team

- Peer interviewing teams should consist of no more than 3-5 members
- Small departments may have peer interviewers selected to augment larger departments with similar positions and vice versa; e.g., Internal Audit supporting Finance and vice versa
- Rotation of members after one year of service



BEHAVIORAL QUESTIONING TIPS

- Select areas which are relevant to the position; e.g., teamwork, communication, integrity/honesty, planning/organizing, problem solving, customer service
- LISTEN carefully to candidate responses (**EAR**)
 - What was the **event/situation** that occurred?
 - What did the candidate do—**action**?
 - What was the outcome—**result**?
- If you do not hear all components, ask follow-up questions...what happened then, how did it turn out, what specifically did you do?



LISTEN FOR THE "EAR"

Hypothetical question: Tell me about a time when you had multiple projects and assignments due at the same time. What steps did you take to get them all done?



CANDIDATE RESPONSE

Response: It was just about a month ago. On the same day, my boss asked me to make travel arrangements for a candidate scheduled to interview; I had to schedule an executive meeting at an off-site location; and I was asked to schedule leadership training for managers a month out. It was a challenging assignment, but I got everything done.

What is missing??
How would you obtain additional information??






QUESTION "DON'Ts"

- Anything related to protected class (age, gender, national origin, race, religion, disability)
 - Marital status—related to gender discrimination
 - Worker’s Compensation history—protected activity to file a claim
 - Key graduation dates—relates to age
- Citizenship—permitted to work in U.S. without citizenship
 - Information related to arrests—convictions OK
 - Questions related to disability—focus on whether the candidate can perform essential functions
 - Languages, unless a bona fide occupational requirement






DEVELOPING A MATRIX

Core Competencies Behavioral-Based Questions <small>(Limited to areas identified by the Hiring Manager)</small>	Weight 1-3	Score 1-5	Total	Comments/ Notes
1. Teamwork – (Questions will come from the repository online)	3	4	12	Gave a good example of working in a cross-functional team to reduce BSI infection rates by 12%. She served committee chair.
2. Planning	2	2	8	Example given suggests she may have difficulty managing priorities



USING THE MATRIX

- Establish the weighting based upon the essential functions of the job (review of job description)—decide prior to the interview, not during
- Ask questions for your assigned areas; score all areas
- Tally your score and indicate a recommendation for or against hiring



CONDUCTING THE INTERVIEW

Team Leader briefs each candidate on the following (**should be scripted**):

- Introduce the peer interview team
- Provide the estimate of time allotted for the interview
- Smile, offer an appropriate greeting, acknowledge the candidate by name, and shake hands
- Provide an explanation for the peer interview: “This is an opportunity for your potential co-workers to assess your potential to succeed and it allows you to determine the same”
- Inform the candidate that he/she will be asked situational questions designed to determine experience—no right or wrong answers. Let the candidate know that notes will be taken in order to capture important information
- Thank the candidate for the time taken to interview and for their interest in the position



CONDUCTING THE INTERVIEW

- Peer Interviewers proceed with asking questions or requesting information in competency areas
- Score areas contemporaneously
- Team Leader will close interview:
 - Ask candidate if he/she has any questions of the panel
 - Thank the candidate for participating
 - Reiterate the process (forward hiring recommendations to the manager)



WHAT TO DO WITH THE MATRIX

- Once the interview is complete, peer interview matrices and notes are forwarded to the hiring supervisor/manager
- **All** notes (to include manager's interview matrix) will be attached to the candidate application
- All documents to be forwarded to Human Resources
- Offers will not be formally extended without peer and manager interview notes attached



Fulfillment beyond measure.



BEST PRACTICES

- Listen 80%, talk 20%—remember your purpose
- Allow for silence—indicates a methodical approach
- Control the interview—don't allow candidates to digress; keep on task
- Except for discussing issues with hiring manager, nothing discussed in the room leaves the room
- Allow time for candidate questions
- Take good notes



Fulfillment beyond measure.



ADDITIONAL RESOURCES

[Peer Interview Decision Matrix](#)

[Peer Interview Checklist](#)

[Peer Interviewing Best Practices](#)

www.onboardingwebsite.com



Fulfillment beyond measure.



A FINAL WORD

Behavioral-based interviewing techniques screen and select individuals who provide a “best match” for the organization. Peer interviewing utilizes the tremendous talent of our people to help chart the future of our organization.