

# **Key Selection Criteria**

## **Interviewing Tips To Uncovering Potential**

**Ambulatory Care Division**

**University of California  
Davis Health System**

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## Interview Questions

### Talent: **ATTITUDE**

#### Probing Questions:

1. On a scale of 1-10 (10 being high) how would your current or previous supervisor rate your attitude?
2. What role have you played that required you to be a cheerleader?
3. It's sometimes important to deal with a negative attitude to build team motivation and change attitudes. Give me an example of a time when you confronted a negative attitude successfully with the result of building teamwork and morale.
4. Tell me about a success you had because of your open-mindedness and great attitude.
5. Share a time when your attitude played an important part of resolving conflict.
6. What is your definition of professionalism?
7. On a scale of 1-10 (10 being high) how would your co-workers rate your attitude? Why? What would it take to be a 10?
8. Miss Jones has called 4 times today without receiving a call back. Describe how you would handle this.

## Interview Questions

### Talent: **CUSTOMER FOCUSED**

#### Probing Questions:

1. In relation to the position you are applying for, what should a patient expect from you?
2. This position requires all staff be patient advocates. Please describe your ability to be an advocate. Give me an example of a time when you had to work through or work around company policies and procedures to meet the needs of your patient.
3. What types of comments/rewards/recognition have you received for the customer service you provided?
4. How would your patients/customers rate your customer service on a scale of 1-10, 10 being the highest? What about your co-workers?
5. Describe a time when you provided exceptional customer service.
6. It can sometimes be challenging to provide courtesy to a customer, especially if a difficult or tense situation. Describe a time when you were faced with this challenge.
7. Scenario: You are on the phone with a patient who is upset and crying. Another patient approaches your desk and stops, needing your assistance. How would you handle this situation?
8. Describe a time that you provided great customer service to a patient/customer who was "hard to like".

## Interview Questions

### Talent: **DEPENDABILITY/RELIABILITY**

#### Probing Questions:

1. On a scale of 1-10, how would your last employer rate your punctuality/attendance?
2. On a scale of 1-10, how dependable/reliable would others rate you? Give us an example of what you did when someone was counting on you for something.
3. Describe for me your most reliable co-workers behavior.
4. Share for me how you show reliability in your current position.
5. Describe a recent situation in which you demonstrated that you are reliable, that you can be counted on to do what you say you will do.

## Interview Questions

Talent: **DETAILED ORIENTED/ANALYTICAL**

### Probing Questions:

1. Have you ever worked at a task that required following detailed instructions? Describe it to me. What did you like/dislike most?
2. How good are you at catching mistakes in your work? Describe for me what you have done in the past to help you catch your mistakes.
3. Describe something you've done that underscores your commitment to being attentive to detail.
4. In this position, what could be some of the details you would need to focus on?
5. How good are you at catching mistakes in your work? Tell me about the biggest mistake you made on the job.

## Interview Questions

### Talent: **HONESTY & INTEGRITY**

#### Probing Questions:

1. You are aware that a co-worker is making personal long distance phone calls, which a violation of department policy. What would you do, if anything?
2. Confidentiality is absolutely critical in certain jobs or roles. Describe a time when you were tempted to provide confidential information, but chose not to.
3. Describe a time when you chose to be honest, even though being quiet or agreeable may have been easier.
4. In the real but imperfect world, doing the "right" thing can sometimes result in our looking bad. When were you in this situation?
5. Some people find it difficult to admit they made a mistake or used poor judgment. How about you? Tell me about the last time you made a mistake or used poor judgment on the job.

## Interview Questions

### Talent: **INITIATIVE**

#### Probing Questions:

1. How fast is the general pace of work in your current job? Can you give me examples of how you have shown initiative in your present job?
2. Tell me about a situation in which you aggressively capitalized on an opportunity and converted something ordinary into something special.
3. Describe something you've done that show how you can respond to situations as they arise without supervision.
4. Describe a time when you voluntarily undertook a special project above and beyond your normal responsibilities.
5. Can you give me an example of how you have demonstrated atypical initiative? What motivated you?
6. Some people can be counted on to go the extra mile. Share the last time you did this.

## Interview Questions

### Talent: **INTERPERSONAL SKILLS**

#### Probing Questions:

1. If you encountered a dissatisfied patient who was displeased with services received and furthermore angry about not getting a return phone call, how would you handle the matter?
2. How have you overcome knowledge deficiencies needed to do a task? Can you give me an example?
3. Give an example of when you have been faced with a conflict situation in the workplace. What steps did you take to resolve the situation? What would you do different next time?
4. When you feel overwhelmed at work or have a concern, who are the two people you turn to for counsel?
5. Explain a situation where you were trying to assist someone and it wasn't working and what you did.
6. Share about a patient/customer that was hard to deal with. What made them difficult? How did you handle it?
7. Describe a time that you had to learn a new task unexpectedly. What resources did you use? How did you know you were doing it correctly?
8. One a scale of 1-10 (10 being highest) how would you rate your ability to handle stress on the job. Share an experience in which you handled a difficult/angry person.
9. Being flexible and resourceful is imperative to this position. Share an example of when you were flexible and resourceful.
10. Sooner or later we all deal with interpersonal conflict or personal rejection at work. Share a time when you had to cope with these demands.

## Interview Questions

### Talent: **PLANNING & ORGANIZING**

#### Probing Questions:

1. How do you establish priorities? What criteria do you use? Why?
2. Describe a situation that illustrates how well you manage multiple projects at one time.
3. Think of a time/project in which you skillfully coordinated people, tasks, schedules and locations. How did you do it?
4. Let's talk about your daily work routine. What tasks are high priority? What tasks are low priority?
5. Tell me about the last time an important task didn't get done - fell through the cracks. What should you have done to prevent that?
6. Do you think your current position could be organized better? What would you do differently, and why?
7. Describe a job in which you had multiple demands and how you handle this situation.
8. Describe a situation that you handled that was out of the ordinary.
9. What would your goals be that would enable you to succeed in a position in a fast paced environment, with changing priorities and multiple simultaneous demands?
10. Tell me about a time when your performance didn't live up to your expectations.
11. Give me an example of a time at work when you had to deal with unreasonable expectations of you. What happened?

## Interview Questions

### Talent: **PROBLEM SOLVING/DECISION MAKING**

#### Probing Questions:

1. Give me an example of how you used your "problem solving skills" to resolve a challenging situation with a difficult person.
2. In this position, it is very important to be able to resolve problems, and often with a degree of independence. What do you think your most recent supervisor would tell us about your ability to solve problems?
3. Tell me about the most difficult work related decision you made. Why was it difficult? What was the outcome?
4. Describe a time when you questioned or challenged an order or policy. What provoked you to do this?
5. Tell me about the last problem you gave up on. Why did you give up?
6. Tell me about the last time you had to make fast decisions.

## Interview Questions

Talent: **TEAM PLAYER**

### Probing Questions:

1. Your supervisor is unavailable for the day but has scheduled you to attend a training class. A co-worker is falling behind and asks you to help. How would you respond?
2. Do you prefer to work individually or in a group? Why?
3. Describe a time when you did something to show team spirit and it had a significant influence on the results.
4. Tell me about a situation when you provided full support for a team decision, even though you didn't agree with it.
5. Share your experience when someone demonstrated outstanding team work with you. How did they approach you?
6. Describe the biggest team accomplishment you had. What are you the most proud of?
7. What annoys you most about some of the people you work with?
8. What rating on a scale of 1-10 do you think your co-workers would give you in regards to your teamwork? Ten being the highest.
9. What can you do to promote team spirit in your work environment?
10. Please define for me what a team in the work environment is. Rate yourself from 1-10 on teamwork. What could you do to be rated higher?

## Interview Questions

# "WILL CRITERIA" - Motivators/dissatisfiers

### Probing Questions:

1. What do you think your boss will tell me when I ask how hard you work?
2. What excites you most about this position?
3. What do you feel that you can bring to this position that would improve the clinic?
4. When was the last time someone gave you constructive criticism? How did you handle it?
5. Tell me about a goal you set and how you achieved that goal?
6. In the different positions you've held, what parts of work did you feel passionate about?
7. Describe for me your best boss.
8. If you were to get this position, what would be the immediate expectations of your boss?
9. Describe your biggest work accomplishment.
10. All of us have a job that we look back on and consider it to be the "best job I ever had", what was that job? Why?
11. The nature of our institution over the past number of years has been one of significant constant change, which often can seem unstable and can involve frequent relocation, restructuring of positions, and even layoffs. What effect do you think this would have on you? How would you handle it?
12. What kind of activities do you do to keep you busy during the "slow" times?

13. A lot of our positions are cross-trained in many functions within the clinic. How do you feel about being assigned to a different area every day?
14. Tell me what qualities you look for in a boss. How did those qualities motivate you to be the best that you can be?
15. What about your current position give you a sense of pride?
16. Describe your perfect job.
17. What attracted you to this position and what do you expect from this position?
18. Describe yourself in 1 word.
19. What attracted you to this position?
20. What do you think motivates you? What does it take to get you to perform your best?
21. What has kept you from performing your best in some situations?