



NORTHWEST

Kidney Centers

Live. Learn. Hope.

Selection Guide

Teamwork – Integrity – **Excellence** – Respect - Stewardship

Talent Acquisition: Selection Guide

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Introduction

Hiring is one of the most important responsibilities you have as a manager at Northwest Kidney Centers. Employees are the most important and valuable assets in any organization. Without them it is not possible to operate efficiently and successfully. Each person being hired brings something unique to the organization and it is important to seek out those with the best qualities. Without a core team of dedicated, engaged and effective employees, it is impossible for an organization to stand apart, build a brand and develop a unique patient experience. Being able to dedicate time and resources toward filling positions with employees who are dedicated to the long-term success of Northwest Kidney Centers is key.

With many talented people in the workforce, it's likely to take some time to find the ones who really fit. Time and energy spent following the structured recruiting process can pay off in the long run. It takes patience, proper screening and careful analysis. By being aware of the challenges that need to be overcome and any qualities that need to be avoided, it becomes a more straightforward and simple process to choose the employee that is the best fit for an opening.

This guide is designed to assist you in selecting those individuals that will be successful (a "fit") at Northwest Kidney Centers. It looks at different aspects of the hiring process:

- Goal of Hiring
- Planning & Preparation
- The Interview
- The Selection Process
- New Employee Onboarding

Part 1: Goal of Hiring

When it comes to the hiring process, it is not about just finding someone to fill the position. The short-term need to fill a position must *not* override the long-term value of hiring the right person. Our mission, vision and values require us to hire for fit rather than just filling an opening. Selecting the best fit for your opening will enable your team to continually improve and develop over time. So, what is a good fit? It is about selecting individuals for our organization who will be inspired by and engaged with our mission and who will work on a daily basis to enhance our teams. Northwest Kidney Centers' mission is to promote optimal health, quality of life, and independence of people with kidney disease through patient care, education and research. The best fit is likely to stay with the organization as well as positively contribute to your team and organization goals.

Candidates must be qualified to do the job; they must have the necessary education, skills and experience. Then assessing the following four areas will help determine whether an individual is a fit within our organizational culture:

- Values
- Personality
- Attitude
- Motivation

Why is 'Fit' Important?

Job fit refers to an individual's desire and motivation to do the job. Job fit motivation is important in all jobs, whether in basic skill level or in highly skilled professional jobs. Many interviewers focus only on a candidate's skills, asking whether the candidate can do the job but not asking about the candidate's motivation to want to do the job. A capable person might not be motivated to do a job if that job doesn't result in personal satisfaction. Therefore, it is important to determine if there is a match between what is available in the job and what the candidate likes to do. Failure to gauge job fit is closely related to poor job performance and turnover. People who are not motivated to do a job most likely will not be productive employees.

Organizational fit is defined as an individual's compatibility with an organization's values and mode of operation. It is important to uncover matches and discrepancies between what the organization offers and what the candidate likes and dislikes to make the most informed prediction of how well a candidate will 'fit in' with the organization. As with job fit, failure to gauge candidates' organizational fit is closely related to poor job performance and turnover. Organizational fit does not describe any one type of individual. As you have likely seen in your diverse work groups, energized, highly competent and engaged staff can come from a variety of disciplines and backgrounds. However, common attributes and skills make these individuals successful at Northwest Kidney Centers.

Individuals and teams define an organization's culture. For us to perform our work today, tomorrow and into the future, it is critical that we have staff in our organization that will live out our mission and values while continuing to enhance the work that we do. By having individuals that are highly committed and inspired by our organization, we can provide the needed continuity as we seek new ways to provide exceptional medicine.

Who is a Good Fit?

A successful fit at Northwest Kidney Centers not only has the requisite technical skills for a job but also will display the attributes and commitment that will enable them to continually enhance our organization.

Each of our nearly 800 staff members brings a unique quality to our team. Together we work to transform the lives of people with kidney disease. This shared goal makes every early morning meeting or late evening shift worthwhile.

As the provider of choice for dialysis services in the Puget Sound region, we see ourselves in service to our patients, their families and one another. We are committed to the opportunity we have to help transform and significantly improve the patient experience for those we serve.

Our Core Values guide us:

- Teamwork
- Integrity
- Excellence
- Respect
- Stewardship

The types of people who thrive at Northwest Kidney Centers are highly committed and skilled individuals who place high value on service to others, strive for

improvement on a daily basis and are focused on positive outcomes. We want each person finds meaning and joy in what they do.

It is important to know what attributes/behaviors create a good fit/hire. The following may apply:

- Identifies with Northwest Kidney Center's mission and values.
- Has the skills needed to perform the work.
- Sees patients as a priority.
- Has positive working relationships with others.
- Encourages positive team interaction.
- Embraces quality improvements that will ensure positive outcomes.
- Demonstrates respect for the history of the organization.
- Is adaptable and tolerates change.
- Asks questions and has a healthy curiosity.

Who is Not a Fit?

Since 80% of turnover is linked to hiring errors, it is also worthwhile to be aware of the attributes/behaviors an unsuccessful hire may demonstrate:

- Just wants a job – does not identify with our mission and values.
- Does not have the skills to perform work.
- Does not have patient as priority.
- Does not have positive relationships with others.
- Becomes a barrier to positive team interactions.
- Shows reluctance to quality improvements that will ensure positive outcomes.
- Demonstrates a lack of regard for the history of our organization.
- Unable to tolerate change.
- Lacks inquisitiveness or curiosity.

Implications of a Poor Hire

It is also worthwhile to think about the impact of a poor hire. This includes:

- Costs to our Patients
 - Distracts us and other from our important work.
 - Quality suffers.
 - Continuity in care (lack of training, etc.).

- Costs to our Mission, Vision, Work area or Team
 - Team/work area culture cost: Lack of dedication, decreased morale, frustration and extra work for employees.
 - Decreased productivity.
 - Misused/wasted manager and preceptor time.
 - Organizational ineffectiveness.

- Financial Costs
 - Lost productivity while the job is vacant.
 - Recruiting costs, advertising/agency fees, screening costs.
 - Interviewing cost, time spent contacting candidates, arranging and conducting interviews.
 - Cost of making job offer, background checks, drug screens.
 - Cost of orientation and training.
 - Reduced efficiency in training phase.
 - Total Cost = 20 - 200% of an employee's salary depending on the position.

Common Causes of a Bad Hire

- Poor cultural fit.
- Poor analysis of job function.
- Poor analysis of necessary personality/skill/values profile.
- No pre-interview planning.
- Inadequate initial screening.
- Inadequate interviewing technique.
- Organization/career/money expectations oversold.
- Relying on a 'gut' feeling rather than facts or a systemic approach.
- Reference not checked/no background check.

Part 2: Planning & Preparation

Good selection begins with planning and preparation. By carefully selecting and properly using interviewing techniques, you can lay the groundwork for a successful new hire or promotion. There are three questions a manager conducting the interview should think of prior to interview conversations with candidates:

1. What will make a candidate suitable for this job?
2. What are the signals that a candidate may be appropriate for this job?
3. What are the signals that a candidate may not be appropriate for this job?

By answering the first question ahead of time, it becomes possible to answer the other two during the interview. The key to answering the first question lies in understanding the mission, vision, values and desired culture and then applying those insights to the selection process.

By communicating our core organizational culture to candidates, you will be assured that both job fit and organizational fit receive attention in the interview process. To do otherwise may create an overemphasis on job fit at the expense of organizational fit.

Job Description

Job clarity, for both the hiring manager and the applicant, is of primary importance in the selection process. To best determine job clarity, you must begin by reviewing your existing job description for the position.

An effective job description helps everyone match the candidate's abilities and experience to the work that needs to be accomplished. Great job descriptions describe the work as well as the person you are looking for.

As you review the job description, take time to ensure it accurately describes the person you are looking for and the required skills, abilities and knowledge. If you are the hiring manager, consider the following:

- What is the unmet need in my department? How will the person in this position help fulfill that need?
- List and prioritize the knowledge, skills and abilities (KSA's) that are critical for success in this position.
- As you think of the required job skills, list the competencies and attributes demonstrated by the exemplary performers in the same or similar job functions.
- What kind of personality will fit in with the team?
- How will I identify a good organizational fit?
- What are indicators of success in this job?

To ensure that both job fit and organizational fit receive attention in the resume/screening process, look at job competencies. There are four primary domains of job competencies:

- Measurable skills.
- Knowledge.
- Behavior.
- Interpersonal skills.

Reviewing Resumes

Screening resumes for the presence of required competencies in each of these domains will help ensure a good job fit. When you review resumes, make notes about anything that needs clarification or more detail from the applicant, such as:

- Gaps in employment or dates that are inconsistent should be clarified with the candidate.
- Language such as “had exposure to”, “knowledge of”, and “assisted with” should be probed to determine if the candidate actually did the work or was just a spectator.
- Patterns of short job tenure are not necessarily a bad sign but should be explored with the candidate.

Roles and Responsibilities on Interview Teams

If you are planning a group interview, it is important to be sure that all in the group/team understand their role.

Assembling the Selection Team

As a team, your job is to obtain answers to the following questions about each candidate:

1. Can this person do the job? Are they competent?
2. Will this person do the job? Are they well motivated?
3. How is this person likely to succeed at Northwest Kidney Centers? Are they a good cultural fit?

Hiring Managers

- Choose interviewers who have the expertise to evaluate critical desired skills
- Plan the interview program and assign roles to each interviewer to: a) ensure coverage of topics, b) prevent accidental redundancies and c) ensure a positive experience for the candidate.
- Partner with HR to ensure all interviewers have a resume and understand their responsibilities before interviewing candidates.

- Determine and communicate at the outset what your decision-making process will be. Will you be the final decision-maker? Will the group need to reach consensus to act as the decision-maker?

Team Members

- Prepare carefully and hold conversations with the candidate that are open, reflecting our values.
- Provide feedback as quickly as possible to facilitate a good decision.

Interview Questions

There are different types of questions that can be used in an interview. Open-ended questions can provide a lot of useful information, but you may not get exactly what you want. Answers can go into too much detail, produce lengthy, irrelevant explanation while missing key points. There is value in knowing the different types of questions and when to use them:

Probing Questions

Used to get further details when answers have been too generalized or when you suspect there may be some more relevant information that candidates have not disclosed.

- What was your precise role in this project?
- What exactly was the contribution you made to its success?
- Were you responsible for monitoring progress?

Hypothetical Questions

Used to present a situation to candidates and ask them how they would respond. Caution: hypothetical questions can produce hypothetical answers, which is why the best information comes from learning what the candidate has actually done.

- What do you think you would do if...?

Behavioral Questions

Used to get candidates to tell you how they have behaved in past situations similar to those identified as critical to successful job performance.

- Could you give an instance when you persuaded others to take an unusual course of action?
- Could you describe an occasion when you completed a project or task in the face of great difficulties?

Capability Questions

Used to establish what candidates know, the skills they possess and use, and their competencies.

- What do you know about ...?
- How did you gain this knowledge?
- What key skills you were expected to use in your work?

Questions about Motivation

Used to help infer candidates' motivation in ways other than asking "How well are you motivated?"

- Career questions: Why did you decide to move on from there?
- Achievements: How did you achieve that? What difficulties did you overcome?

Continuity Questions

Used to keep the flow going in an interview and encourage candidates to expand on what they have told you, within limits.

- What happened next?
- What did you do then?
- Let's move on now to ...

Play-Black Questions

Used to test your understanding of what candidates have said by putting to them a statement of what it appears they have told you:

- As I understand it, you have resigned from your last position because you disagreed with your boss on some fundamental issues – have I got that right?

Career Questions

Used to learn if/how their overall career has benefited from work experience

- What did you learn about that job?
- What different skills did you have to use when you were promoted?
- In what ways do you think this job will advance your career?

Behavioral Interviewing

The concept behind behavioral interviewing is that past performance is the best predictor of future performance. Many experts believe that behavioral conversations offer the best opportunity for candidates to showcase their accomplishments and for interviewers to hire the best individual for the job. Interviewers (individuals, panels, boards, groups) ask for specific examples of specific events or experience (with both positive and negative outcomes) in order to draw a conclusion as to how a candidate would perform in a similar situation in the future. The questions asked tend to be more probing. Well-trained interviewers generally won't permit candidates to answer with vague, canned or hypothetical answers.

Conducting a behavioral interview requires substantially more homework on the part of interviewers. Interviewers must gain an understanding of what separates less-than-effective performance from exemplary performance. Generally, this is done by asking exemplary employees within the organization for specific examples of how they accomplish key tasks, or by asking their supervisors.

Comparison of Interview Questions

<i>Original Questions</i>	<i>Behavioral Interview Questions</i>
How would you solve customer problems in this environment?	Tell me about a time when you solved a problem for a customer by going above and beyond the call of duty.
Have you ever led customer service functions?	Please describe your previous experience with leading a customer service function.
How long have you been working in training?	Tell me about a time when you taught a customer something meaningful.

Nondiscriminatory Questions

Our primary goal is to ensure that all applicants feel comfortable and safe in our environment. Therefore, we want to respect our candidates by paying close attention to questions that will not help us in the interview process.

It is against Northwest Kidney Center policy (and illegal) to ask questions that are discriminatory. The following chart provides examples of questions that are appropriate to ask compared to those that are not. Bona Fide Occupational Qualification (BFOQ) are employment qualifications that employers are allowed to consider while making decisions about hiring and retention of employees. The qualification should relate to an essential job duty and is considered necessary for operation of the business.

MAY NOT ASK	APPROPRIATE TO ASK
<i>Questions Dealing with Age</i>	
<i>How old are you? When were you born? When did you graduate from high school? When did you graduate from college?</i>	<i>If hired, can you provide proof that you are at least 18 years of age?</i>
<i>Ethnic Origin/Race/Color/Citizenship</i>	
<i>What is your nationality? What is your race? What color is your hair, eyes or skin? What languages do your parents speak? What other languages do you know? Are you bilingual? What's the origin of your name? What language do you speak at home? What is your native language? How was your foreign language ability acquired? Of what country are you a citizen? Are you a naturalized citizen?</i>	<i>If job-related, you could ask, "What languages do you read, speak or write fluently?" You may ask "If hired, are you able to prove eligibility to work in the US?"</i>
<i>Marital Status/Residence</i>	
<i>Are you married? Do you plan to get married soon? Do you have children? Are you a single parent? Do you practice birth control? How many people live in your household? Do you own or rent? Do you live by yourself? Do you have someone who can take care of a sick child? Are you pregnant? What day care provisions have you made? This job requires overtime, will that be a problem for your children?</i>	<i>You may state "This job requires occasional work on weekend, will you be able to work if needed? Or "This job involves working every Sunday, no exceptions and that is part of the basic job requirements. Are you able to meet this requirement?"</i>
<i>Religious Preference</i>	
<i>What do you do on Sundays? What church do you belong to? What is the name of your pastor, minister, rabbi? Is that a Jewish-sounding name? Do you sing in the church choir? Do your children go to Sunday school? Can you work Friday evenings? Is there any day of the week you are not available to work? Are you "born again"? What religious holidays do you observe?</i>	<i>You may state "This job requires occasional work on weekends, will you be able to work if needed?" or "This job involves working every Sunday, no exceptions and that is part of the basic job requirements. Are you able to meet this requirement?"</i>
<i>Sexual Preference</i>	
<i>What's your sexual orientation? Are you straight? Are you male or female? Are you a member of any gay or lesbian groups? Do you date members of the opposite or the same sex? What are names and relationship of people living with you?</i>	<i>None</i>
<i>Disabilities</i>	
<i>What health problems do you have? Do you have any disabilities? Are you disabled? Are you handicapped? Are you physically fit and strong? Is your hearing good? Can you read small print? Do you have any back problems? Have you ever been denied health insurance? When were you in the hospital the last time? Do you see a physician on a regular basis?</i>	<i>Are you capable of performing the essential functions of this job with or without accommodation? If you ask this, must ask it of EVERY candidate.</i>
<i>Military Service</i>	
<i>What type of discharge? Did you serve in the military for any country other than US?</i>	<i>In what branch of the US armed forces did you serve? What was your rank? Tell me about any job-related experiences.</i>
<i>Arrests and Convictions</i>	
<i>Have you ever been arrested? Have you ever been charged with a crime?</i>	<i>None</i>

Interview Environment

Everything is important. You must consider the interview the first opportunity to welcome someone to our organization. Warm, gracious hospitality is not only important for our patients and families, but for job candidates as well.

Be particularly aware of the following:

- Arrange for an appropriately sized room. Make sure all interviewers and the candidate can move to their chairs easily and without disrupting on another.
- Create a comfortable setting that allows candidate to see, and be seen by, all group members.
- Arrange for comfortable chairs.
- Make sure there are pads and pencils at each place.
- Arrange for water and glasses.
- Provide easy access to restrooms.
- Make necessary meal arrangements if the candidate has been told to expect a meal. Be sure to check for special dietary needs.

Nothing in the Environment is Neutral

Candidates will be assessing your attentiveness and hospitality towards them. Be aware that all you do may factor into their decision to work for us.

Your ability to focus on the candidate and create a warm, comfortable environment will enable you to gather better information and make a more informed hiring decision.

A respectful interview environment includes:

- Private, comfortable surroundings.
- Quiet with no distractions.
- No interruptions (hold phone calls, pagers and cell phones, reroute calls to your back-up etc.) unless an emergency.

Summary

Ultimately, the key to a successful interview process is for everyone on the team to do their homework. This entails having a strong understanding of our culture, knowing the required competencies and determining the most appropriate interview method for your needs. Lastly, the manager needs to find a keen balance between job fit and organizational fit. Once those tasks are successfully completed, the manager is sure to find the best candidate for the job.

Part 3: The Interview

Candidate Perspective

It is important to understand how candidates can perceive the interview process. The interview functions as a way for candidates to determine if Northwest Kidney Centers is a fit for them. We need to remember that the environment we create and the conversations we have with them will factor into their decision-making. While it is appropriate that candidates self-select themselves out of consideration for a variety of reasons, we strive to ensure that it is not the result of their treatment during the interview process.

Bad interview experiences can have lasting impression of an organization and impact the bottom line. One research survey asked candidates about their interview experiences. It found that people that had bad interview experiences remembered them for an average of 6.28 years later. (Good interviews were remembered 5.27 years later.) They also told many others about the experience and dissuaded some from applying or doing business with that organization.

Inappropriate Interview Behavior

- Interviewers who didn't understand the position for which they were hiring.
- Unprofessional conduct and rude behavior.
- Rushed, unprepared and not focused.
- Job description not concrete or inconsistent.
- Group interviews where there was conflict among the interviewers.
- Lack of feedback or follow up on status.

Good interviewers:

- Are well-versed in the position for which they were hiring.
- Ask good questions.
- Show interest in the candidate.
- Are professional and positive.
- Answer questions completely.
- Have reviewed the candidate's resume.
- Provide timely follow-up.

Interview Interaction

We want to begin by thinking in terms of a conversation with applicants. This helps put them at ease and requires both you and the applicant to be as open and honest as possible. The environment, as discussed earlier, is also conducive to creating conversation.

During the interview, these are essential skills to use:

- Establishing rapport.
- Asking meaningful questions.
- Listening.
- Managing the flow of the interview.
- Representing our culture.

Also, during the interview the '80/20 rule' should apply. That means that you, the interviewer, talks just 20% of the time and the applicant should be talking 80% of the time.

Here are some important points you will want to include in your conversation:

Share Positive experiences with Northwest Kidney Centers.

It is important to share your excitement about working at NKC and ensure the candidate becomes more interested in us as an employer as a result of the interview. Examples can include your personal connection to our patients, our strategies to improve our work processes and stories about the team the individual may join.

Challenges

Be appropriately open about the challenges that may be present in your work environment. For example, you may discuss some challenges with your facility but also refer to work the organization has done to mitigate those issues. Again, we want to ensure that applicants are prepared for the reality.

Refer to any collateral material provided to the applicant. The application process actually started when the individual visited our website and applied online.

Remember to refer to the materials they have viewed in order to emphasize the importance we place on this. This collateral material may include:

- Web information.
- Brochures.
- Other.

Be sure to structure the interview so that the candidate knows he or she is encouraged to ask questions. After discussing culture, for example, you might say something like "I've covered a lot of information. Let me stop for a minute or two and answer any questions you might have."

Interview Structure

Each step is discussed more in the following sections for the recommended structure of an interview.

1. Open the interview.
2. Introduce the organization and the position.
3. Ask planned behavioral and/or competency-based questions.
4. Answer a candidate's questions.
5. If appropriate, tell more about Northwest Kidney Centers and give a tour.
6. Close the interview.

Open the Interview

It is important to ensure the candidate feels comfortable and can relax. If overly nervous the candidate may not interview well. Be prepared to welcome the candidate and open your conversation with an icebreaker (small talk about appropriate subjects – the weather, traffic, a sport event).

- Always shake hands with the candidate.
- Welcome the candidate and put at ease with an icebreaker.
- Provide expectations the flow of the interview.

Sample Greeting:

"Hello, my name is _____. Thank you for coming in to meet with me today. Did the rain affect your commute today? Please have a seat. Today you will be meeting with me, I am the Nurse Manager for this location. After our discussion, you will also meet with _____. The purpose of our discussion today is to give us an opportunity to learn more about your professional background and experience and give you an opportunity to learn more about the position, our work environment and Northwest Kidney Centers. You will be able to ask me questions at the end of our discussion and I will also provide information regarding the next steps in our interview process."

- Introduce yourself and provide a business card.
- Establish rapport/make small talk; begin creating a dialogue.
- Address the applicant by name.
- Offer water/refreshments.
- Describe the interview format; let them know you will be taking notes.
- Have their resume/application with you.

Introduce the Organization and the Position

This provides an introduction to Northwest Kidney Centers and the specific role for which they are interviewing. It is your opportunity to “sell” Northwest Kidney Centers as a preferred employer.

- Briefly describe the specific position for which you are interviewing – role, responsibilities, location(s), shift position. It is appropriate to have the job description available.
- Discuss the history and current information about the organization. Explain the mission, vision and values of Northwest Kidney Centers
- Invite questions.

When discussing our culture, check for visual cues that the candidate is present and open to the conversation. Does he or she seem to relax and become more involved in the interview as you proceed? Does he or she ask questions? Are the questions fairly basic or do they indicate that the candidate has thought about these topics before?

Ask Planned Interview Questions

As discussed earlier, it is important that you have prepared questions in advance.

- Review education, work history, any gaps in employment, resume questions.
- Ask about past job experiences.
- Ask behavioral questions to provide evidence of cultural fit, knowledge and skills.
- Probe to clarify understanding – ask for SPECIFICS.
- Keep the interview on track.

Watch for Red Flags

Watch for these actions in reactions or responses from the interviewee:

- Change in pace of interview responses.
- Attempts to change the subject.
- Gives more information before answering questions.
- Becomes defensive.
- Gives inconsistent answers.

Answer the Candidate’s Questions

After asking questions of the applicant, it is typical to end an interview by seeing what questions they have for you. As interview time nears end, announce, *“We have about five minutes and I wanted to see what other questions you may have for me.”*

It’s a good sign when they have some prepared as it can show they are serious about the position and have done their homework about the organization or role.

The questions can also provide insight into what is important to your candidate and what they may be thinking about the position.

Close the Interview

When it is time to wrap up the conversation, you will want to thank them for their time and review next steps.

- If candidate looks promising, use this time to realistically sell the job and the organization. It is important for applicants to understand what their actual work environment would be, so you will want to describe/provide tour of the actual work location.
- When wrapping up the interview and outlining the next steps, be as specific as possible – but do not over-commit. Tell the candidate what to expect next in the selection process and when.
- While it is strongly recommended that you answer a candidate's questions about what the next steps are, you may not have information as to when a final decision will be made.
- Avoid giving any unwarranted assurances or promises about an offer.
- It is important to remember to thank the candidate.

Post-Interview

Reflecting on the Interview

- Evaluate and document the interview using an evaluation tool.
- Use the same evaluation tool on each candidate.
- Review your notes and summarize your findings as soon as possible after the interview.
- Compare notes with other interviewers if applicable.
- Retain notes for one year in your files.

A Note about Using Evaluation Tools

- An example of the evaluation tool is in the Appendix A.
- Note that these are tools to assist you in comparing candidates to one another and the needs of the position/organization.
- Sole reliance on one system, such as a scored or quantitative tool, is not recommended in determining whom to hire. They are to be viewed as one of several tools to help guide your decision-making process.

Dealing with Difficult Interview Situations

If the candidate is late ...

How long should you wait? Does this mean the candidate should be automatically rejected? Events beyond a person's control may take place and prevent the candidate from arriving on time. If an applicant is more than 10 minutes late – did they call to let you know they would be late? If they are more than 10 or 15 minutes late and have not called, this could indicate something about their performance. In either case, you will need to see contrary evidence during the interview, asking about their record of being on time. Don't jump to conclusion; you will need more information before you decide whether the late arrival is important.

If the candidate won't talk ...

Are they so nervous that they literally can't think of what to say? Treat the candidate with respect and empathy. You could say, *"John, that's OK, take your time thinking about what you want to say. When you are ready, go ahead and tell me about your last job. Would you like a cup of water/coffee?"* However, if the candidate is not able to continue, ask if they would like a short break or to reschedule the interview.

If the candidate won't stop talking ...

You ask a question and the person answers and answers and answers! Wait for them to pause and then jump in, or you may simply need to interrupt. You could say *"John, that's an interesting story but we need to stay focused on how your skills apply to the job at Northwest Kidney Centers. Let me rephrase my question ..."* If the person continues to ramble, be courteous but keep the interview on track. What you say and how you say it reflects on NKC image. However, make note of this communication style on your interview evaluation form.

If the candidate cannot provide specific examples ...

Maybe because of nervousness, a candidate may not be able to recall specific behavior-based examples you are looking for. You can coach the candidate by giving an example of the information you are looking for or refer to their resume and ask for detailed information about a specific item listed there. Let them talk in generalities for a minute and then ask them for in-depth specifics again. If they cannot come up with specifics, it could be because they are too nervous, or they do not have the depth of experience to draw from or have misrepresented themselves. Make a note of this on the interview evaluation form.

If the candidate has misrepresented him/herself ...

If you have gotten to the interview and realize this person is not qualified, you can say, respectfully, *"Karl, it seems fairly clear that your skills and experiences are not what we need in the person who fills this position. You have some fine qualities, but your skills don't match this job's particular set of needs. I appreciate the time you have spent, and if you are interested, I'll be glad to tell you how to apply for other positions here"*.

Summary: Characteristics of Effective Interviewers

Plan-Prepare-Do your homework!

- Always review the job description, your organization and department needs/goals and how this position and person help meet them.
- Always know what specific information you want from the interview.
- Pre-plan your questions based on the job description, cultural fit and what other information you need to know.
- Partner with your recruiter; determine who should be on the interview team.

Provide the right setting:

- Provide a venue that is friendly and welcoming. Do not appear rushed; avoid interruptions (no cells, pagers, phone calls, etc.)
- Ask icebreaker, get acquainted questions to set candidate at ease.
- Give interviewee overview of process – let the candidate know you will be taking notes.

Use the 80/20 Rule!

- Don't worry about silence or conversation gaps.
- Guide, but do not dominate the conversation.
- Listen carefully.

Ask behavioral questions.

Ask questions about past job performance:

- Don't be afraid to ask the difficult/hard questions.
- Probe to clarify understanding.
- See contrary evidence.
- Never tell people what you want to hear.

Take Notes! Record actual responses.

Avoid pre-judging the candidate:

- Be aware of your prejudice – Don't make hasty decisions.
- Stay open and be receptive – Remain impartial.
- Don't let physical appearance mislead you.

Evaluate carefully:

- Review your notes, summarize your findings.
- Use the same evaluation tool consistently with all candidates.

Part 4: The Selection Process

Assessment of Candidates

In order to make the best possible selection, you need to think clearly about which candidate will be the best possible fit at Northwest Kidney Centers.

Be aware of personal biases. When making a hiring decision, ask yourself

- Do I tend to clone myself?
- Do I prefer people who think and act as I do?
- What characteristics do I value too much?

The key is to seek balance, variety and diversity. Good managers should be able to recognize talent in and surround themselves with people who are not necessarily like them.

Managers need to review all the materials gathered one additional time. It is easy for details from one interview to be forgotten, especially if the interviews occur over a long period of time.

- Review each candidate resumes in a side-by-side fashion. Are there particular qualities that stand out between them?
- Interview notes should also be reviewed side-by-side.
- List all positive attributes of candidates.
- Note any concerns about a candidate.

Consider using a matrix to help assess the strengths of each candidate. Place the names of the candidates across the top of your matrix. In the left column, list the attributes and competencies required for the position. Under each name, an assessment could be made as to whether the candidate does not meet, meets or exceeds the expectation of the department. At the bottom of the matrix, an area for listing concerns or tendencies about the candidates should be available. This information would then be ready for discussion of or further investigation.

Candidate Selection: The Decision Process

Review Job Summary and Competency List

A few minutes should be taken to review the job summary and competency list. After all the proceeding steps have been taken, are these documents still 100% accurate? Is there, in fact, a better way to distribute the workload, or are there competencies that may be needed that have been overlooked?

Review expectations of outcome

This allows the hiring manager another opportunity to focus on the position and the attributes that the best candidate would possess. Once the position is filled, would the manager's expectations be fulfilled? Why or why not?

Take time to reflect on attributes of successful candidate

If the hiring manager takes time to reflect on each candidate as if they were performing in the position, there is a possibility that new tendencies or concerns might surface. Another opportunity then presents itself to take a moment and re-think the selection decision.

Compare candidates' attributes to expectations

Now that each candidate has been carefully considered, as if they were in the position, the time has come to place the finalists one beside another for final comparison.

Identify candidate for selection

Reminder: NKC is committed to hiring only those that are a fit with our organizational culture. Our mission and core values obligate us to hire for fit rather than just filling an open position. There may have been candidates that were overlooked or not considered in the first round that may now be viable candidates.

Hire?

If the manager has reached a point where they are satisfied with the outcome of the process, then the decision to hire is relatively easy.

Re-post?

In situation where a hiring manager is unsure of a good fit, consideration should be given to re-posting the position. There may have been candidates that were overlooked or not considered in the first round that may now be viable candidates.

Extend the Search?

Many times, the scope of the original candidate search is too narrow. After careful evaluation of the results of the first round of interviews, it may become evident that a search should be extended. This might include soliciting specialty associations or professional groups for additional potential candidates.

Confirm Decision

Having someone review the discernment material is always a good idea. There may be questions or concerns derived from confirmation that can be addressed, which will go a long way to increase credibility and avoid any uncomfortable or embarrassing situations.

Employment Offer

Human Resources will prepare and extend the offer. There are many legal issues and potential loopholes with respect to preparing and making an employment offer. You should collaborate with the HR to assure all legal and ethical obligations are addressed.

Part 5: New Employee Onboarding

Employees who are new to the job require essential information related to their work and their work environment. An effective onboarding program is an ongoing process, allowing the employee time to assimilate all the required information and skills to be successful in their new role. It is a critical tool in making employees feel part of the organization and increasing employee engagement and loyalty. Within a reasonable time following their hire, employees require orientation to their duties, work environment and terms and conditions of employment. The result should be a solid foundation for a successful, long-term working relationship between employer and employee.

The employee orientation and onboarding program will:

- welcome the individual to the organization, workplace, and the position.
- introduce a new employee to the company, its policies, the coworkers and the job itself.
- highlight organizational structure, policies and procedures.
- introduce the employee to the company's culture, roles and responsibilities, job description and other important things an employee will need to know.
- build positive connections between the employee, co-workers, and the organization.
- define and clarify work assignments, roles and responsibilities.
- consider the social and team-building aspects of employee development.
- ensure the adoption of a patient-centered philosophy.
- make workplace resources readily available to the newly hired individual.
- encourage employee confidence and help new employee adapt faster to the job.
- exhibit our commitment to a diverse and inclusive workplace.
- demonstrate that Northwest Kidney Centers is an employer of choice, valuing all employees who join the organization.
- include department-specific, as well as organizational-level, components.

The Manager's Onboarding Timeline is provided in Appendix B. The goal of its use is to provide each new employee with a thorough and consistent beginning to their employment at Northwest Kidney Centers.

Appendix A: Interview Evaluation Tool (Jobvite)

Submit Evaluation for In-Person Interview

	Excellent	Good	Fair	Poor	NA
Ability to communicate well with others verbally and in writing: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge, skills, and abilities required for assigned focus area. Specify technical skill set focus below: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div style="border: 1px solid #ccc; height: 60px;"></div>					
Cross-functional or related experience. Please provide comments below: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div style="border: 1px solid #ccc; height: 60px;"></div>					
Customer focus: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work independently and resourcefulness: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Past performance success and ability to deliver: *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Candidate Summary

Appropriate for position? *

Refer to other opportunity?

Appendix B: Manager's Onboarding Timeline

Two Weeks Prior to First Day:

- Ensure new employees has a workspace, desk, computer, telephone and all appropriate and necessary equipment to function adequately
- Submit needed forms to the Helpline

Before Employee's First Day

- Welcome the new employee to the team with a personal note or phone call
- Draft a preliminary work plan and learning and development plan for the employee for the first three months
- Notify the co-workers of new employee that is starting
- Set up calendar reminders of first day, first visit, end of first week, first month, three months, six months and one-year anniversary date

First Day at New Employee Orientation

- Send employee a welcome email that will be waiting in the inbox during computer/network/Outlook training

During the First Visit to Unit/Department:

- Personally greet the new employee
- Introduce him/her to key colleagues including the preceptor(s) they will be working with during onboarding
- Give a tour of the building or workplace and ensure s/he is familiar with break room, restroom, locker, etc.
- Conduct a general job orientation with tour and introductions
- Review their schedule
- Review your expectations

During the First Week:

- Review professional ethics and code of conduct
- Review all policies, such as safety and security policies
- Provide a copy of the Job Description and review information about the position/responsibilities
- Share the mission and values in relation to the department
- Review probationary/trial period policy
- Review fire/emergency evacuation procedures
- Include the new employee in social activities at coffee/lunch

During the First Month:

- Review work plan and learning and development plan
- Outline learning and development opportunities
- Provide coaching and feedback on performance
- Continue to offer support
- Continue to engage employee in social aspects of work
- Ask for feedback on hiring, socialization process and work to date
- Solicit feedback from key clients and peers
- Discuss career aspirations

After Three Months:

- Schedule an information performance review
- Review past and future assignments
- Set performance goals
- Give and ask for feedback
- Check employee progress on training
- Use this opportunity to 're-recruit'

After Six Months:

- Conduct six-month performance review
- Review employee goals and progress so far
- Set goals and objectives for the next six months
- Check that employee has received all necessary training
- Review work plan and learning and development plan
- Outline learning and development opportunities
- Provide coaching and feedback on performance
- Continue to offer support
- Continue to engage employee in social aspects of work
- Ask for feedback on hiring, socialization process and work to date

End of the First Year:

- Conduct annual performance review
- Recognize their first year with the organization
- Discuss goals, projects and plans for the upcoming year
- Discuss compensation and raise policies
- Answer any questions and give/receive feedback