

## Interview Methods

### Comparison Chart

Traditional	Behavioral Interviewing	MMI
<b>Definition</b>		
<p>In most cases the traditional interview method includes general questions asked by the interviewer to get to know the candidate. They can include hypothetical, cognitive or personality type questions.</p>	<p>The behavioral interview technique is used to evaluate a candidate's experiences and behaviors in order to determine their potential for success. This approach is based on the belief that past performance is the best predictor of future behavior.</p>	<p>The Multiple Mini-Interview technique uses short independent assessments in a timed circuit. This method is designed to obtain a candidate's soft skills (professionalism, personality traits, social graces, communication).</p>
<b>How does it work</b>		
<p>The interviewer may have a set of predetermined questions, as to not duplicate other interviewers. Many are seeking qualitative information such as "fit". The interviewer generally asks questions with the applicant responding. Many interviews become conversations instead of question-answer.</p>	<p>The interviewer identifies desired skills and behaviors, and then structures open-ended questions and statements to elicit detailed responses. Interviewers expect candidates to be able to relate past experiences – from undergraduate or graduate school, campus activities, volunteer work, membership in an organization, etc.</p>	<p>There are typically 8-10 stations with one interviewer at each station. The candidates rotate through the stations responding to each question/scenario then moves on to the next station. Each station is generally 8 minutes long.</p>
<b>Benefits</b>		
<p>Applicants are able to meet and interact with more faculty and residents. Receive feedback on each applicant (faculty, residents, &amp; coordinators give feedback). Applicants get different viewpoints from every one; applicant is able to ask questions to multiple people.</p>	<p>Behavioral-based interviewing provides a more objective set of facts to make decisions about strength of candidate. Behavioral interviewing is said to be 55% predictive of future on-the-job behavior, while traditional interviewing is only 10% predictive.</p>	<p>Has a higher predictive validity for future performance over traditional interviews.</p>
<b>Drawbacks</b>		
<p>May not discover some issues/red flags as the candidate is used to answering traditional questions because it's a popular method. Can run out of things to talk about if its conversation based.</p>	<p>A candidate may feel uncomfortable answering questions that seem too personal. Additionally, with regard to behavior-based interviewing, the interviewer can potentially taint the results by asking leading questions or by losing control over the direction of the interview.</p>	<p>Candidates that are introverted have been shown to have poorer performance. No real conversation between candidate and interviewer.</p>
<b>Faculty commitment</b>		
<p>Interviewers – PD, APD's</p>	<p>Questions in the following areas: Teamwork, Communication, Stress Management, Problem Solving and Initiative. Depending on the interviewer's role, they will select a question from their assigned category; each category has 2-3 questions to choose from.</p>	<p>Need as many faculty as there are interview stations.</p>

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<b>Resources needed to make it work</b>		
Backup faculty in case someone isn't able to interview. List of questions to ask would be beneficial.	A training session where interviewers are educated on Behavioral Interviewing, then a list of questions to provide to faculty to use during the interview.	Requires a lot of faculty interviewers and space to conduct the interviews simultaneously. Training session to identify questions/scenarios.
<b>Space required</b>		
Each interviewer will need their own office/space to interview. Also, may want a conference room for applicants.	Each interviewer will need their own office/space to probe the candidate in a structured format.	Each interviewer will need their own space.
<b>Meet the needs of the applicants</b>		
The applicant is able to interview with multiple faculty members, and is able to interact with numerous residents throughout the day asking whatever questions they have one on one.	Behavioral interviewing questions allow the candidate the opportunity to discuss a specific situation, task, action and result; showing favorable behaviors, especially involving course work, work experience, leadership, teamwork, initiative and patient care.	In most cases the question/scenario doesn't have a right or wrong answer so the candidate is able to provide a response without fear of answering incorrectly.
<b>Meet the needs of the program</b>		
Able to get multiple viewpoints of the applicants from everyone who interacted with them.	Behavioral interviewing allows the interviewer to evaluate the candidate's interpersonal skills.	Allows the program to evaluate the candidates' soft skills. Has a high predictive validity.
<b>Key players</b>		
Faculty, applicants, residency administrative staff.	The interviewers, the candidate and the coordinator.	Interviewers, the candidates, coordinator.
<b>Role of coordinator</b>		
Coordinates interview schedules.	Coordinator sends questions to interviewers prior to interview with assigned role. After interview the coordinator records scores and comments into a master spreadsheet.	Coordinate acts as the administrator for switching / moving to the next room.
<b>Role of residents</b>		
Chief Resident interviews the candidates.	The Chief Resident and another peer selected resident interview each candidate for 20 minutes as a group interview.	Could conduct an interview at one of the stations.
<b>Who interviews applicants</b>		
Program Director, Associate/Assistant Program Director(s), Chief Resident(s), Faculty, Nursing Staff.	Program Director, Associate Program Director, Assistant Program Director, Faculty, Chief Resident with another resident.	Faculty – could include Program Director, Associate / Assistant Program Director(s); Chief Resident(s), and other residents.

## 2015 Interview Season Survey

### 1. Are the residents involved in creating the interview experience? If so, how are they involved? (mark all that apply)

#	Answer	Response	%
3	Gives tours on interview day	98	94%
4	No, not involved at all	0	0%
6	Interviews on interview day	69	66%
7	Hosts dinner the night before	90	87%
8	Hosts lunch on interview day	76	73%
9	Other	18	17%

#### Other

Attends dinner  
 Sit and chat with the applicants between interviews (breaks)  
 new program-no residents involved in interviews yet  
 We don't have residents yet.  
 Host Social Nights 6 times during interview season  
 Our residents join the candidates for lunch and our chiefs take turns interviewing candidates.  
 Chief residents interview  
 ONLY our Chief Residents assist with Interviews  
 We have two residents interview along with our PD and a Core Faculty member. Many of our residents have asked to be a part of the process. Then we have tours and they all attend lunch outside of the hospital. If the resident knows an applicant they usually connect with them the day before for lunch or dinner on their own.  
 scheduling dinner evenings  
 Chief residents help interview 1 day each  
 Slideshow  
 5 recruitment socials  
 help shadow in the ED  
 joins group for lunch on interview day  
 Help w/housing, create photo boards  
 Chiefs residents interview; not residents though  
 participates in rank meeting

### 2. Do you interview on conference day?

#	Answer	Response	%
1	Yes	29	28%
2	No	67	64%
3	Other	8	8%
	Total	104	100%

### 3. How many applicants do you interview for each residency spot? Example: Interviewing 100 applicants for 8 spots would be 12.5.

#	Answer	Response	%
1	0 - 5	1	1%
2	6 - 11	33	32%
3	12 - 17	55	53%
4	18 - 23	10	10%
5	24 and higher	4	4%
	Total	103	100%

#### 4. Who reviews the applications to offer an interview? (mark all that apply)

#	Answer	Response	%
1	Program Director	99	96%
2	Assistant/Associate Program Director(s)	81	79%
3	Faculty	34	33%
4	Program Coordinator(s)	35	34%
5	Chief(s)	11	11%
6	Nursing staff	0	0%

#### 5. Do you use an ERAS filter/sort to initially screen applications? If so, what is your primary filter/sort?

#	Answer	Response	%
1	No, we don't use a filter/sort to initially screen applications	26	26%
2	USMLE/COMLEX scores	33	33%
3	Other	9	9%
4	US Graduate	25	25%
5	US Citizen	0	0%
6	IMG	3	3%
7	Medical School Graduation Date	0	0%
8	Test Failures	4	4%
	Total	100	100%

#### 6. Do you have set minimums for...

#	Question	Yes	No	Total Responses	Mean
1	Scores (USMLE/COMLEX)	64	31	95	1.33
2	First time pass on exams	59	33	92	1.36
3	Publications	8	76	84	1.90
4	Professional Experience	14	68	82	1.83
5	Years since graduation	46	42	88	1.48

#### 7. Regarding medical students from your own institution. Do you...

#	Answer	Response	%
1	Invite all medical students to interview	67	69%
2	Invite some medical students to interview	30	31%
	Total	97	100%

#### 8. Do you have a specific day to interview only the students from your own institution?

#	Answer	Response	%
1	Yes	40	41%
2	No	58	59%
	Total	98	100%

#### 9. Are the students from your own institution required to come on that specific day?

#	Answer	Response	%
1	Yes	7	18%
2	No	31	82%
	Total	38	100%

### 10. Do you automatically invite visiting students to interview?

#	Answer	Response	%
1	Yes	48	51%
2	No	46	49%
	Total	94	100%

### 11. When do visiting students interview? (mark all that apply)

#	Answer	Response	%
1	While rotating	28	30%
2	While rotating, only if close to interview dates	38	40%
3	Come back on regular interview date	63	67%

### 12. When do you send out your first round of invitations to interview?

#	Answer	Response	%
1	September 15 - September 21	17	18%
2	September 22 - September 28	11	12%
3	September 29 - October 5	28	29%
4	October 6 - October 12	22	23%
5	October 13 - October 19	12	13%
6	October 20 or after	5	5%
	Total	95	100%

### 13. How do you invite applicants?

#	Answer	Response	%
1	ERAS	37	39%
2	Interview Broker	51	54%
3	Email	4	4%
4	Phone	0	0%
5	Other method	3	3%
	Total	95	100%

#### Other method

signup Genius

EM Resident Website

ERAS and follow up from interview broker

### 14. When is your first scheduled interview date?

#	Answer	Response	%
1	October 19 or before	22	24%
2	October 20 - October 26	10	11%
3	October 27 - November 2	11	12%
4	November 3 - November 9	36	39%
5	November 10 - November 16	10	11%
6	November 17 or after	4	4%
	Total	93	100%

### 15. When is your last scheduled interview date?

#	Answer	Response	%
1	January 4 or before	9	10%
2	January 5 - January 11	10	11%
3	January 12 - January 18	31	33%
4	January 19 - January 25	20	21%
5	January 26 - February 1	19	20%
6	February 2 or after	5	5%
	Total	94	100%

**16. Do you provide a packet of information to the applicant prior to their arrival? If so, what is in the packet? (mark all that apply)**

#	Answer	Response	%
1	Names and/or bios of faculty, with or without photos	11	12%
2	Names and/or bios of residents, with or without photos	9	10%
3	Sample contract	12	13%
4	Sample rotation schedule	5	5%
5	Visitor's guide (city)	11	12%
6	Stipends, leave, benefits information	14	15%
7	Hospital information	16	17%
8	Housing information	9	10%
9	Other	13	14%
10	Names and/or bios of residency leadership (e.g. PD, APD, Chiefs, PC), with or without photos	7	7%
18	Interview schedule for the day	39	41%
29	No, we don't provide a packet of information prior to arrival	24	26%
41	Travel information (e.g. driving directions, construction updates, parking)	66	70%

**Other**

website address  
 Hotel confirmation  
 Hotel Information, Dinner Information  
 Program overview, FAQ's, What's New in the Residency, Research list, Alum list, Social Nights calendar  
 All via email  
 This info is provided electronically in their interview confirmation by email  
 curriculum summary, information about the hospital  
 HIPAA info, hotel list  
 lodging info, dinner info  
 packet is attached as pdf  
 info is provided on our hospital/department website which is emailed to them  
 committee members emails

**17. Do you provide a packet of information to the applicant when they arrive for their interview? If so, what is in the packet of information? (mark all that apply)**

#	Answer	Response	%
1	Names and/or bios of faculty, with or without photos	38	41%
2	Names and/or bios of residents, with or without photos	36	39%
3	Sample contract	54	58%
4	Sample rotation schedule	41	44%
5	Visitor's guide (city)	43	46%
6	Stipends, leave, benefits information	65	70%
7	Hospital information	52	56%
8	Housing information	20	22%
9	Other	21	23%
10	Names and/or bios of residency leadership (e.g. PD, APD, Chiefs, PC), with or without photos	28	30%
18	Interview schedule for the day	80	86%
29	No, we don't provide a packet of information	1	1%

Other
trifold pamphlet
Under Representative Minorities
Salary info
Non-Smoking policy, flashlight, pad, and pen
Program overview, FAQ's, What's New in the Residency, Research list, Alum list, Social Nights calendar, Salary info
Program info on a flash drive
Program information, careers of current SOs
PD letter, highlights about the program
contact information for all that interview
Program Information
Contact info
curriculum by year, partner site info, salary, ED schematic, curriculum, info on each resident (undergrad, med school, interests)
Global Health elective flyer
show them on website where to view contracts
Last year's conference schedule
Referred to our website for additional information
GME Policies
curriculum, show slide show and PD talks during lunch on the hospital, area, core faculty, didactics, etc.
we provide a draft of our orientation schedule so potential matches can more adequately plan their move. very helpful.
summary program information sheet

**18. Do you offer something for spouses/significant others who accompany the applicant while they are interviewing? If so, what do you offer? (mark all that apply)**

#	Answer	Response	%
1	No, we don't offer anything	58	64%
2	Tour of facility	2	2%
3	Tour of city	5	6%
4	Housing information session	2	2%
5	Other	16	18%
6	Meeting with resident spouses/significant others	17	19%
7	List of area attractions	6	7%

**19. Do you offer a dinner the night before interviewing?**

#	Answer	Response	%
1	Yes	85	91%
2	No	8	9%
	Total	93	100%

**20. Where is the dinner the night before interviewing held? (mark all that apply)**

#	Answer	Response	%
1	Restaurant	72	85%
2	Resident's home	21	25%
3	Staff member's home	1	1%
4	Faculty member's home	3	4%
5	Hotel	2	2%
6	Other	1	1%

Other

### 21. What type of meal is the dinner the night before interviewing? (mark all that apply)

#	Answer	Response	%
1	Appetizers and drinks	39	46%
2	Order off the menu	36	43%
3	Pizza	17	20%
4	Buffet	11	13%
5	Catered In	17	20%
6	Prepared by self	9	11%

### 22. Who can attend the dinner besides the applicants? (mark all that apply)

#	Answer	Response	%
1	Applicant's significant other	78	92%
2	Residents	79	93%
3	Resident's significant other	58	68%
4	Faculty	14	16%
5	Other residency staff	10	12%

### 23. Who interviews the applicants? (mark all that apply)

#	Answer	Response	%
1	Program Director	90	97%
2	Assistant/Associate Program Director(s)	83	89%
3	Nursing staff	4	4%
4	Faculty	76	82%
5	Administration - Chair, medical director	22	24%
6	Chief Residents	66	71%
7	Residents (not chiefs)	44	47%
8	Residency Staff - research, coordinator, other staff	7	8%

### 24. What type of interviews do you conduct?

#	Answer	Response	%
1	MMI - multiple mini interview: uses multiple short interviews (8-10) where the applicant is asked a question, has a limited time to respond, and then moves on to the next station. No back and forth conversation.	2	2%
2	Behavioral interviewing: conversation between applicant and interviewer, where the interviewer identifies desired skills and behaviors, and then structures open-ended questions to elicit detailed responses.	11	12%
3	Traditional: conversation between applicant and interviewer, two-way communication, interviewer may or may not have specific questions to ask.	65	70%
4	Blended: a combination of multiple approaches (please describe)	15	16%
	Total	93	100%

#### Blended: a combination of multiple approaches (please describe)

behavioral/traditional

blended btwn behavioral & traditional

They are interviewed by three teams. Team one consists of PD and some faculty. Team 2 Department Chair, Asst. PD and Faculty and Team 3 Chief Residents

traditional and behavioral

behavioral and traditional

depends on who is interviewing

We do group interviews and individual interview

combination of the Traditional and behavioral interviewing

traditional and behavioral interviewing





Traditional and Behavioral interviewing is done by certain faculty/chief residents

Traditional interview with one being blinded where the fac member does not review the file prior to talking to the applicant.

Mixture of behavioral and traditional



## 25. How do you keep track of applicants? (mark all that apply)

#	Answer		Response	%
1	Excel spreadsheet		51	55%
2	ERAS / reports		69	74%
3	Database software (e.g. Access)		5	5%
5	Other method		14	15%

### Other method

PowerPoint incl. picture of every candidate. Rank as we go.

Interview Broker

Interview Broker

Google Drive spreadsheet

PowerPoint slides

google docs

Interview broker

PowerPoint slides with photos



Interview Broker

Interview Broker

I put a power point together and each slide has their picture with the date they interviewed, their board scores, their school, and how we ranked them (high, middle, low) and I have two separate PowerPoints; one for the DO's and one for the MD's. We meet with the residents during conference towards the end of the season, and have their input on each candidate from their experiences with them the night before and also during the tour of the hospital and at lunch.

Interview Broker

## 26. Do you, as the coordinator, have a say in ranking the applicants (or not to rank)?

#	Answer		Response	%
1	Yes		74	80%
2	No		18	20%
	Total		92	100%

## 27. List three words or phrases that describe the "interview season".

### Text Response

Busy, hectic, exciting

Interesting Long Somewhat stressful

Interesting, organized, pleasant

Exciting Intense Halleluiah, done for another year!

highly stressful time-consuming workload gets very far behind

Busy Detail oriented Communication

Busy, time-consuming, staff and faculty intensive

Fast Paced High Energy Draining

Love to meet these people. Want to keep most of them. Well-orchestrated dance.

Crazy busy fun

Smooth Cyclical Interesting

hectic interesting rewarding

Hectic Rewarding Glad it's over for this year!

Exciting, informative, Exhausting

Hospitality, Busy, Exciting

exhausting engaging

favorite time of year interesting love it

Exciting, Whirlwind, Fast

Interesting, busy, the future

Exhausting.

Insanely busy! My Favorite time of the academic year! Always Interesting!

hectic, long, fun

fast-paced

Favorite time of year (not being sarcastic) due to routine of same thing every week (like driving a car or riding a bike...can do in my sleep); love communication (in my case email only) and interaction with applicants...."feeling them out" (same reason I don't use Interview Broker; get to see and hang out with a lot of my residents at applicant dinners.

Hectic, chaotic, busy!

Hectic, too long

coordinating, participation, orchestrating

Hectic, good, long

Long, exciting and busy

Lots of Work

busy, host and gracious

fun, hectic, too long

Exciting, busy, exhausting.

demanding, stimulating, long

Busy

BUSY!!, Disruptive, Interesting

Enjoyable, focused, collaborative

Busy Exciting Fun

Stressful Tedious Long

hectic, enlightening, exciting

Exhilarating, busy, and exciting

Hectic Informative Interesting

Exciting; busy; satisfying

my favorite time of year, concentrated schedule, it's an art, not a science to picking a good resident

The most important thing we do each year.

structured, mechanical, comfortable not tense

favorite part of the job, time consuming, planning and hard work pays off

Time-consuming, busy but fun, meet lots of interesting people

Fun to meet the applicants, organization, communication

Excited to begin interviews Dedicated Residency Leadership Team Well organized interview day

I LOVE IT!

3 best parts of interview season: \*leftover food \*bottle of wine from the PD \*the day its over

Hectic, a full time job, get to meet a lot of interesting candidates

Stressful Exciting Tiring

hectic making all the arrangements for the season; interesting candidates you meet; involvement of the faculty in the interview day; exciting to see who matches

Time consuming, exhausting, rewarding

The interview season is very organized and flows well. However, it is very difficult to keep up when there are three

interviews in one week's time. We have to do this twice (Tues/Fri/Tues). It's difficult keeping up with "regular" job duties during interview season-things start to pile up.

long, tiring, informative

enjoyable, exhausting and exciting to see who matches with us

"busy, busy, busy"

Marathon...fun...exciting

hectic, painful, fun

busy, most important part of a coordinators job, includes resident wellness

Insane, exciting,

Informative, exciting and exhausting!

Hectic, Time Consuming

Busy, hectic, fun

Busy Responsibility Time consuming

Busy, Fun, Fast

Fast Paced Fun Exciting

Hard work but rewarding

Long, organized, positive feedback

overwhelming amount of work

Busy!!! Fun!!! Exciting!!

Organized Chaos Exhilarating 3 Ring Circus

Busy. Enjoyable. Busy.

Fast-paced Organized Well-received

Inspiring. Exhausting. Humbling.

details, details, details!

## 28. Any additional comments

### Text Response

Being a new program, we've only had faculty interactions with candidates. Next interview season, residents will be incorporated in to our interview processes.

Our pre-interview social is order from a "select" menu.

We're a new program interviewing for our inaugural class. Next year, residents will be involved in the pre-interview dinner, the interviews, and their input will be considered when ranking candidates.

As I presume this survey is anonymous, I'd like to share an ethical concern about using a chief resident to review ERAS applications. My specific concerns: 1. he did not receive protected time to review applicants, so the hours and hours he spent doing this were not counted toward duty hours. 2 This was an academically weak resident who should have been studying rather than doing the PD's work. I don't know if anyone else has run into this sort of issue, but it has been bothering me for a year.

This is a tiring time of the year but it's also interesting to meet everyone with their diverse backgrounds and their reasoning behind going to medical school and to go into this specialty.

Each year's group seems better than the last (fingers crossed!).

We start interviewing the middle of September and are done the first week of December.

At the beginning of interview season, it is overwhelming to wade through hundreds of applications, even with the aid of our filters. Then just when you have filled every interview slot and feel on top of things, the cancellations start rolling in, and it's back to screening applications once again - a never ending job!

Please share the results from this survey with the EMARC/CORD List serves!

Thanks for asking!

We have received numerous positive comments from applicants on how smoothly our interview day runs. We interview 3 days per week with maximum of 6 applicants per day. Applicants interview with 3 attendings on the Residency Leadership Team and 1 chief resident in the morning. Chief residents and residents take applicants to lunch. Chief resident takes applicants on a tour of the ED. After lunch 3 residents interview the applicants and the day is done approximately 1:30. Applicants really like the small group of 6 applicants, they feel we get to know them more personally and they love being done in the early afternoon - they can beat rush hour traffic.

It seems that once we get a good working routine, the residents start complaining that they are bored with the options

At the end of the interview day, many candidates thank me for such an organized interview day. This surprised me as I would have thought most coordinator's were involved with the running of the interview day and that it would run smoothly.

I wish ERAS did everything including the things that interview broker does.

Normal duties of the office come to a basic standstill for 3 months.

Always looking for new ideas throughout the year to market our program so that we have top-notch applicants for the recruitment season (keeping our webpage up-to-date).

Interview Broker is the best and has made my recruitment life so much more enjoyable and less stressful!

This is my favorite role as a coordinator. It's exciting and interesting, but WEARS ME OUT. Having to be 'on' all day gets harder and harder as the years roll on.