



Personalized recruitment for nurse executives and hospital leaders since 1989

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Client Solutions – Successful Interviewing and Hiring

Here are a few suggestions to bring success to your interview process.

Know What You Want

Develop a profile of the ideal candidate. This should go beyond the standard human resources job description. This is a person whose judgment, temperament and goals should match the needs of the organization. Think about how this person will need to interact with the people in the organization. Are you looking for a mover and a shaker, or someone to pick up the reins of an already well running department?

The “Recruited” Candidate

Over the years, we have found that the most successful candidates were not looking for a change until our phone call piqued their interest. These are people that are happy in their work, are not looking for a new job and are very successful at what they do. They can be very successful for you.

Your Recruiter

Your recruiter should be able to identify the candidate's "hot buttons" and expectations. In fact, non-work related issues can sometimes outweigh the particulars of the job. Issues may include employment opportunities for the spouse, care for elderly parents or special education needs for the children.

Timing – Interviews and Decisions

One way to improve the outcome of the

candidate selection process is to schedule the candidate interviews as closely together as possible. While this is not always possible, there are several major advantages.

First, characteristics of each candidate will remain fresher in the minds of your interview team and they will be able to more accurately select the most desirable candidate.

Secondly, a short time period between interviews and the final decision minimizes the possibility that a highly desirable candidate will be lost to another opportunity. This is not an insignificant risk considering the current shortage of well qualified candidates and the large number of openings.

Be a Good Host

Remember that the candidate has taken time off, may have traveled by air or driven a long distance, rented a car and driven in a strange city, possibly lost luggage, and then, slept in an unfamiliar place. Make them comfortable and treat them with a degree of appreciation; then pursue answers to your tough questions.

Travel and Lodging Arrangements

If possible, arrange to have someone provide local transport for the candidate. This includes pickup and drop-off at the airport and transportation between your facility and the hotel.

Have a welcome note, or perhaps a small bouquet of flowers or some other gift item waiting for the candidate at the hotel room.

The positive impact this has on the candidate is amazing.

Agenda

Prepare a printed agenda for the entire visit and have it waiting for the candidate at the hotel. Make certain that everyone involved in the interview process has a copy of the agenda and the candidate's resume before the visit begins. Do not leave the candidate alone for extended periods of time. Make certain that the hand-off between interviewers goes smoothly.

The Interview

If possible, the first person the candidate should meet is their new boss. This is a good opportunity to set out the goals and objectives for the rest of the visit. If appropriate, this is also a good time to discuss any problems the candidate may encounter with any of the other interviewers.

When the situation presents itself, spontaneously introduce the candidate to someone not on the agenda. How did the candidate react? Did the candidate engage in a sincere conversation, or act aloof? This can indicate more about a candidate than analysis of carefully rehearsed answers.

Consider including a difficult employee in the interview so that you can judge the candidate's reaction. In most cases, a good leader will win them over.

Lunch Interviews

Allow your guest time to eat, especially in a group setting. Questions coming from multiple people often leaves the guest constantly responding and unable to eat the meal they need to make it through the rest of the day.

Dining Out

Sharing a meal away from the workplace is an opportunity to move the interview into a more informal atmosphere and more candid

discussions. This is an opportunity for both of you to learn more.

Real Estate Tours

Scheduling a tour of the community is a great idea. The tour can be conducted by the hiring manager or a trusted real estate agent. If you use a real estate agent, make certain that they will not speak out of turn about the hospital.

The Unexpected

If an urgent situation arises, and if appropriate, include the candidate on the periphery to see how they react. If they are the seasoned professional you expect, they will adapt to the situation. Give them first-hand exposure to how your team works. This should lead to more informative discussions between you and the candidate.

Decision Making

Most candidates will expect that their future employer will know who they want and will make a decision in a straight forward manner. If you have done a good job of identifying your needs and preparing an ideal candidate profile, your organization should be able to reach a consensus in a short period of time. A drawn out decision-making process or ambiguous feedback could send up a major red flag to the candidate about the synergy of the team and its ability to make decisions.

The candidate will begin judging your organization dynamics from the first interview. If interviewers arrive late, have not seen or studied the resume in advance or are otherwise disorganized, the candidate may wonder how they will be able to succeed in the organization.

Be Real

Avoid creating a false impression of your organization by not discussing problems or challenges faced by the organization. Hiding dirty laundry can be a recipe for disaster if the

new candidate proves unable to handle the situation after being hired.

Sell Your Organization

When candidates are evaluating an opportunity, they are generally looking for an answer to the question - "Why would I want to work here?" Providing an answer to that question may require a certain amount of "selling" by the entire interview team.

If team members are able to share authentic and honest personal perceptions about the organization and the community, it can be of great help to the candidate. A very interesting, and potentially revealing, pre-interview exercise might be a team discussion about why they like to live in their community and work in this organization.



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