



Interviews Do's & Don'ts

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Goals and Objectives

- Discuss best practices for conducting interviews
 - ▶ Set goals for interviewing
 - ▶ Adapt interviews to meet your identified goals
 - ▶ List areas of interviewing to avoid
 - ▶ Identify ways to prepare interviewers
- Identify several structured models of interviewing correlated with identifying successful applicants
- Discuss the role of bias in the interview process and potential methods for reducing bias



Road map

- ▶ Review challenges with current interviewing
- ▶ Discuss how to improve interviews
- ▶ Break out session in small groups
- ▶ Return to large group and discuss mitigating bias
- ▶ Discuss methods to structure interviews and answer some quick polls
- ▶ Q&A

Challenges with Current Interview Structures

- ▶ Poor validity and reliability
- ▶ Bias
- ▶ Extensive applicant coaching
- ▶ Expense

Top 10 Factors Applicants Endorse- Before and After the Interview

1. Geography
2. Reputation
3. Fit
4. Resident quality
5. Academic factors
6. Training quality
7. Wellness
8. Faculty quality
9. Size
10. PD quality

1. Fit
2. Interview day
3. Geography
4. Resident quality
5. Reputation
6. Faculty quality
7. Morale
8. PD quality
9. Training quality
10. Wellness

What Program Directors Rank



1. Interview
2. Interactions with residents
3. Feedback from current residents
4. Evidence of professionalism and ethics
5. Perceived commitment to specialty
6. Letters of reference
7. Grades on clerkship

How to Improve Interviews

- ▶ Set goals
- ▶ Structure interview methods to meet goals
- ▶ Prepare your interviewers
 - ▶ Discuss violation topics
 - ▶ Divide the goals of each interviewer
- ▶ Mitigate bias

How to improve interviews:

Set goals

- ▶ Assess interpersonal skills, professionalism, communication skills, and ability to adapt in the moment
- ▶ Explore any questions from the written application
- ▶ Provide more decision-making data
- ▶ Inform candidates about your program and assessing if there are common goals

How To Improve Interviews: Prepare Your Interviewers

- ▶ Avoid violations
- ▶ Set goals for the interview/interviewers
- ▶ Blinding interviewers to scores (USMLE). Just personal statement and LORS. (Poll)
- ▶ Consider having interviewers take an unconscious bias online training (AAMC)
- ▶ Request that interviewers take notes and tell applicants that they will be
- ▶ Ensure that they have accurate info on the program or defer the question to the program director
- ▶ Limit and keep brief and broad any discussion about topics outside of medicine- sports, arts, and current events.

How To Improve Interviews: Violation topics

- ▶ Avoid the following topics (NRMP guidelines)
 - ▶ Marital status
 - ▶ Religious or political affiliations
 - ▶ National origin
 - ▶ Disability

How To Improve Interviews: Violation topics

- ▶ Avoid the following topics (NRMP guidelines)
 - ▶ Family planning
 - ▶ Other programs they interviewed at or potentially identifying information (i.e. Are you looking in the Southeast?)
 - ▶ Ranking preference
 - ▶ Demographics: Age, race, socioeconomic status, ethnicity, sexual orientation, gender identity
 - ▶ Family: lineage, ancestry, primary or native language, maiden name or family surname, relationships or people applicant lives with, family issues (parental status, age of dependents, plans for children)
 - ▶ Personal: Height and weight, physical and mental disabilities, physical appearance, personal activities that probe for personal affiliations
 - ▶ History: Military discharge, arrests, criminal convictions
 - ▶ Other programs or specialties, and ranking plans: Information about other programs or specialties to which they might be applying and/or how the applicant plans to rank your program

How to Improve Interviews: Explore Specific Topics

- ▶ Understanding of systems-based practice from MS-3 rotations
- ▶ How they utilize practice-based learning
- ▶ Problem solving skills
- ▶ Critical thinking skills
- ▶ Interpersonal skills
- ▶ Match of applicant goals with your program



How to Improve Interviews: Potential Interview Questions

- ▶ To assess priorities and practice-based learning-
 - ▶ “What has been your most valuable experience in medical school?”
- ▶ To assess self-insight-
 - ▶ “How would your friends describe you?”
- ▶ Professionalism-
 - ▶ “Have you or one of your colleagues experienced an ethical dilemma? How did you resolve it?”



Break Out Session

- ▶ You will be assigned to a break-out room with X other participants
- ▶ Share your favorite interview questions or topics
- ▶ Make up new questions
- ▶ You will have 7 minutes
- ▶ Write 1-2 favorite questions in the chat box when you get the 2 minute warning

Mitigating Bias: Be Aware of Rating Errors

- ▶ "Good fit"- is it bias or match of goals?
 - ▶ Dissect "what fits"-
 - ▶ Research interests
 - ▶ Patient population
 - ▶ Public health focus
- ▶ Halo and Horns
- ▶ Central tendency
- ▶ Doves and Hawks
- ▶ Contrast effects- compare to most recent applicant



Mitigating Bias: Use Scoring Anchors

Anchors help to focus on facts, not opinions

- ▶ Map the areas you want to judge (teamwork, professionalism etc.) with concrete examples-
 - ▶ 1- Cannot describe a teamwork example
 - ▶ 3- Discusses a teamwork example
 - ▶ 5- Has demonstrated good teamwork as a leader or member
- ▶ Train interviewers on how to use the scales

How to Improve Interviews: Structure Interview Methods

- ▶ Behavioral event interviews- based on past occurrence

“Please describe a time when you observed a member of a medical team behave in a manner that was inconsistent with an established protocol. Explain what the situation was, what actions you took and the outcome.”

- ▶ Situational event interviews- based on hypothetical situations

“If you knew that a colleague gave false information on morning rounds, how would you handle it?”

- ▶ Mini interviews- short, structured interviews designed to test non-cognitive skills

Behavioral Event Interviews

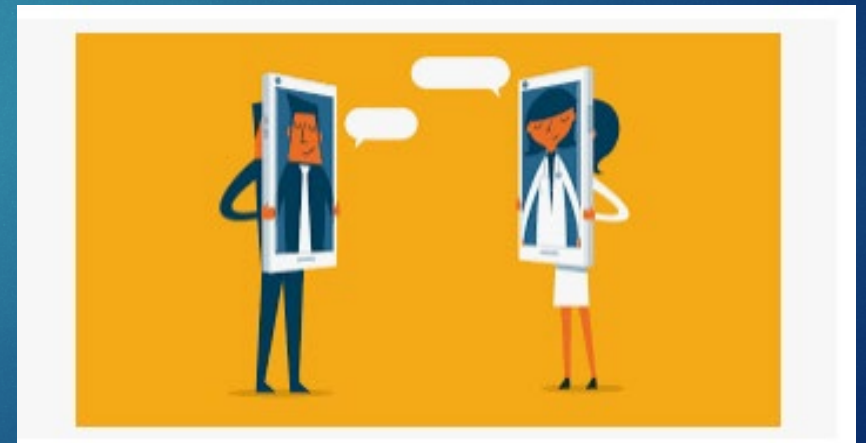
- ▶ <https://www.youtube.com/watch?v=uh196BSBILY>

Interviewing Styles:

- ▶ Group/panel vs. One-on-one (poll)
 - ▶ Who asks what questions? Divide up questions/topics prior to prevent repetitive questions/cover more areas.
 - ▶ Review application and gather questions from there.
- ▶ In person vs. Video vs. Hybrid
 - ▶ Interview hoarding
 - ▶ Interviews outside of business hours
- ▶ Tour
- ▶ Meet & Greet (poll)

Virtual Interviews

- ▶ Convenient and inexpensive (for both programs and applicants)
- ▶ Best practice is to conduct yourself as you would in an in-person interview
- ▶ Beware of backgrounds, lighting, clothing, etc.
- ▶ Now programs and applicants have experience in doing so



Summary

- ▶ Best practices for interviewing include-
 - ▶ Adapting interviews to match your program's goals
 - ▶ Preparing your interviewers
 - ▶ Avoiding violations
 - ▶ Dividing questions to ask
 - ▶ Bias mitigation training
 - ▶ Reducing bias by
 - ▶ Using scoring anchors
 - ▶ Pre-reviewing applicant packets without photos or identifiers
 - ▶ Use video interviewing effectively

References

- ▶ AAMC Best Practices for Conducting Residency Program Interviews- 2016 guide
- ▶ Johns Hopkins Medicine virtual interviewing
- ▶ AAMC seminar- “What You Don’t Know: The Science of Unconscious Bias and What to Do About It
- ▶ AAMC- Nuts and Bolts of Video Interviewing and Virtual Interviews: Tips for Medical School Interviewers
- ▶ Association of Pediatric Program Directors Recruitment Action Team Resource Toolbox
- ▶ Univ. Of Mich, Health Lab - Should Medical Residency Interviews Be Capped?

Q&A

- ▶ If you have any questions or would like to reach out to us, please do so at:
 - ▶ Elaine Donoghue – elaine.donoghue@ufl.edu
 - ▶ Kassandra Moench – kassandra.moench@surgery.ufl.edu
- ▶ We will have “office hours” tomorrow from 9-10a if you have questions or want to discuss any of these topics.