



Tips for Faculty Conducting Residency and Fellowship Virtual Interviews

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Thank you for being here

As faculty you are essential to recruit outstanding residents and clinical fellows into our training programs.

Thank you for taking the time to interview for your programs, and for being here with us today.

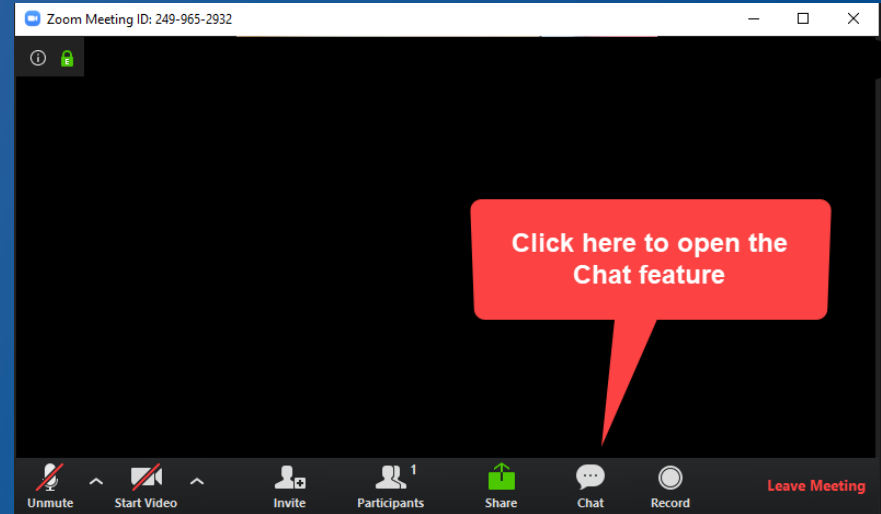


What We Will Cover Today

- Why are interviews virtual this year
- How programs are handling recruitment
- Technology Tips and Set Up
- Conducting a Virtual Interview
- Recruiting a Diverse Trainee Class
- Q & A

Housekeeping for this webinar

- Please use chat for Q&A
- Will review Q&A after presentation
- Other presentations available for Program Directors



Why Virtual Interviews this year?



- [Coalition for Physician Accountability \(including AAMC and ACGME\)](#) “recommends that all programs commit to online interviews and virtual visits for all applicants, ***including local students***, rather than in-person interviews for the entire cycle...”
- Johns Hopkins is using these guidelines
- Promote health, safety, equity, reduce stress
- No in person second looks

How your program might be approaching this

- New online resources/videos
- Programs prepare applicants in advance – process for the day, technology set up, online materials, etc.
- Interview day schedule may be similar, but virtual
 - Be sure you know how interview day runs
- You may be asked to give introduction prior to interview, use standard questions

Things to ask your program

- What is the interview day schedule?
- What online resources exist to refer applicants to?
- Is there any information I should provide?
- Who is the contact for tech issues?
- Are there standard interview questions I should use?
- What is the evaluation rubric?

Technology Tips

- Ensure functioning webcam and microphone
- Stable internet connection
- Test video platform prior to interview day
- Keep computer plugged in
- Know your tech support - ? program coordinator
- Recommend sharing phone # or email with applicant in case of technical issues

Set up beyond technology...

- Silence your phone
- Turn off email on your computer
- Avoid distracting backgrounds or environments
- Use private, quiet, well-lit indoor space
- Dress as you would for in person interview
- Maintain eye contact
- Smile!

Recognize challenges applicants might have

- Interview location and limited privacy
- Variable internet access
- Different levels of technological knowledge
- Time zone differences

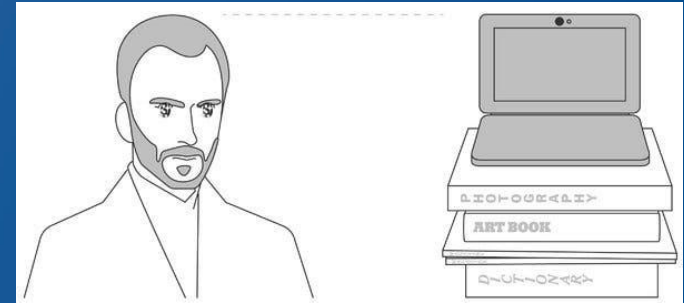
These things should not impact your rating of the candidate

Right Before Interview Begins

- Have all relevant materials easily available
- Double check your technology
- Have back up plan to reach applicant

“How to Look Good on Camera, According to Tom Ford” - NYT, April 7, 2020

- Put the computer up on a stack of books so the camera is slightly higher than your head. Say, about the top of your head. And then point it down into your eyes.
- Then take a tall lamp and set it next to the computer on the side of your face you feel is best. The lamp should be in line with and slightly behind the computer so the light falls nicely on your face.
- Then put a piece of white paper or a white tablecloth on the table you are sitting at but make sure it can't be seen in the frame. It will give you a bit of fill and bounce.



<https://www.nytimes.com/2020/04/07/style/tom-ford-video-chat-tips.html>



Virtual Interview: Tips for Interviewers



AAMC document

[https://www.aamc.org/system/files/2020-05/Virtual Interview Tips for Interviewers 05142020_0.pdf](https://www.aamc.org/system/files/2020-05/Virtual%20Interview%20Tips%20for%20Interviewers%2005142020_0.pdf)

Conducting a Virtual Interview

- Create a Comfortable Atmosphere
 - Welcome, confirm technology works, introduce yourself
 - Acknowledge unusual circumstances
 - Let them know if you are taking notes
- Follow typical interview protocol
 - As you would in person
- Close Interview – tell them next steps

AAMC Best Practices for Conducting Residency Program Interviews

1. Preparing for the interview
2. Starting the interview
3. Conducting the interview
4. Closing the interview
5. Evaluating the interview

[Ref: AAMC Best Practices - 2016](#)

Preparing for the interview

- Be familiar with interview materials
- Interview script
- Possible or required interview questions
- List of questions or topics to discuss
- A way to take notes during the interview
- Scoring rubric or rating scale(s), if applicable
- Interview schedule

Starting the Interview

- Create a comfortable atmosphere
- Welcome the person in a friendly manner
- Introduce yourself, including your roles
- Let them know if you plan on taking notes
- Avoid influence of first impressions or “gut” instinct

Conducting the Interview

- Ask job-relevant questions
- Use some situational and behavioral questions
 - Behavioral questions: describe a specific situation, behavior or action taken, outcome or consequence of that behavior
 - Situational questions: hypothetical situations that may occur; ask applicant to describe how they would respond in the situation
- Ask probing questions when needed:
 - Tell me more. Could you be more specific?

Conducting the Interview

Structured Interview

- Process in which all candidates are asked the same predetermined questions in the same order.
 - Ideally one component of holistic review

Closing the Interview

- Thank the applicant.
- Tell them what happens next.

Applicant Evaluation

- As soon as possible after, review your notes.
- Take steps to mitigate unconscious bias
- Use evaluation process/rubric from your program
- Do not let uncontrollable factors influence evaluation
 - How well interview platform works
 - Internet connection

Some Good News - Graduation



Jon Stewart:
“Now what?”

Oprah: “Think about a time that felt like a low point in your life but that actually changed everything.”

Steven Spielberg: “How do you still follow your dreams when you feel the world isn’t so supportive of them?”

Malala Yousafzi: “If you could tell your younger self one thing what would it be?”

Recruiting a Diverse Trainee Class

Mitigating Unconscious Bias in an Interview

Holistic Review

DIVERSITY AND INCLUSION | WORKFORCE

Unconscious Bias Resources for Health Professionals

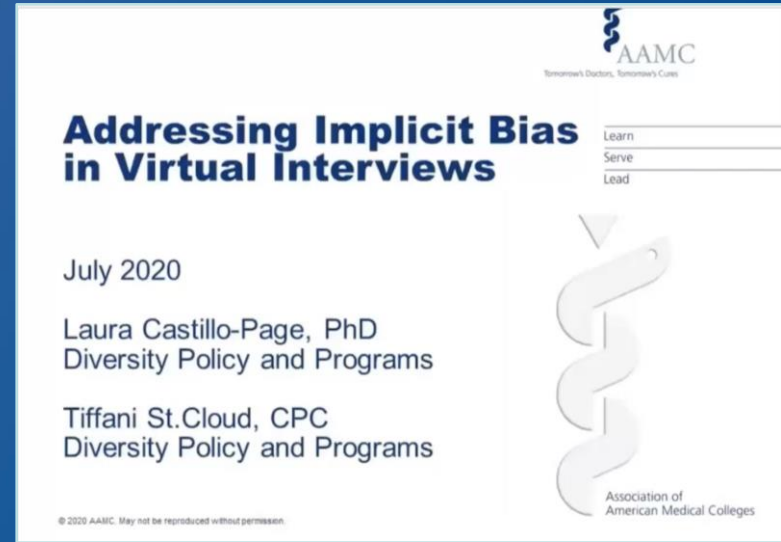
SHARE:    

At academic medical centers, unconscious biases can compromise diversity and inclusion efforts in admissions, curriculum development, counseling, and faculty advising, among other functions.

<https://www.aamc.org/what-we-do/mission-areas/diversity-inclusion/unconscious-bias-training>

Addressing Implicit Bias

Implicit bias: attitudes or stereotypes that are outside our awareness but nonetheless affect our understanding, our interactions, and our decisions



15 min video

<https://vimeo.com/443088643>

Common Rating Errors - AAMC

Common Rating Errors

First Impressions

formation of an overall impression about the interviewee on the basis of some particular characteristics of the interviewee identified by the rater

Similar to Me

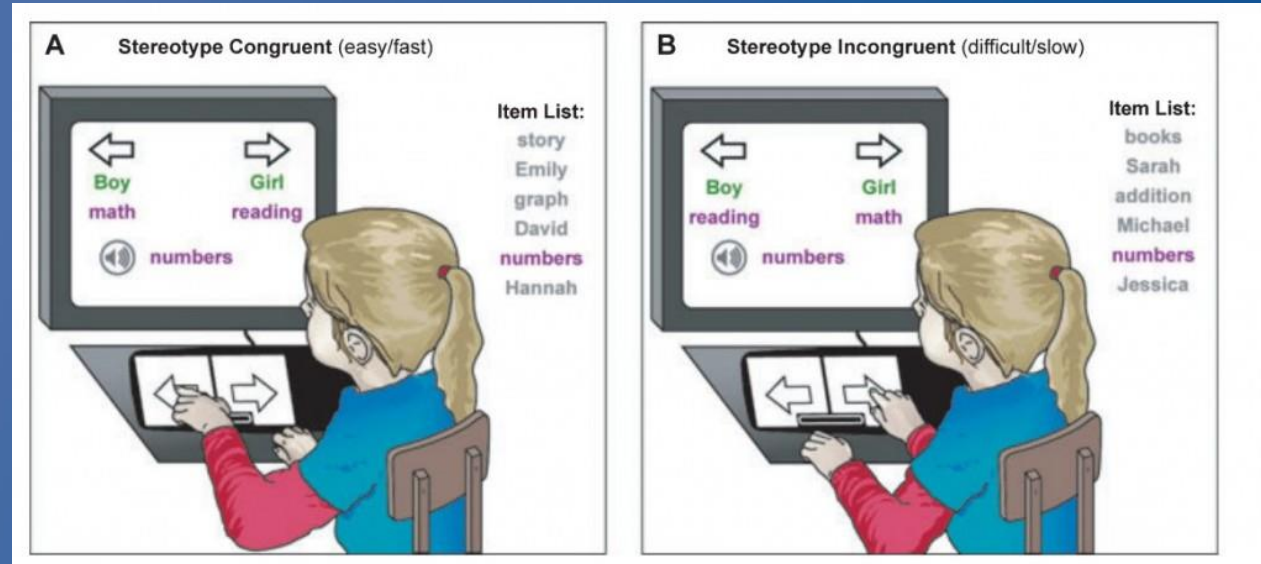
an unconscious tendency to favor people who are physically and professionally similar to them

Halo/Horns Effect

tendency for an overall impression of a person influencing the observer's feelings and thoughts about that entity's character or properties

Implicit association test

<https://implicit.harvard.edu/implicit/takeatest.html>

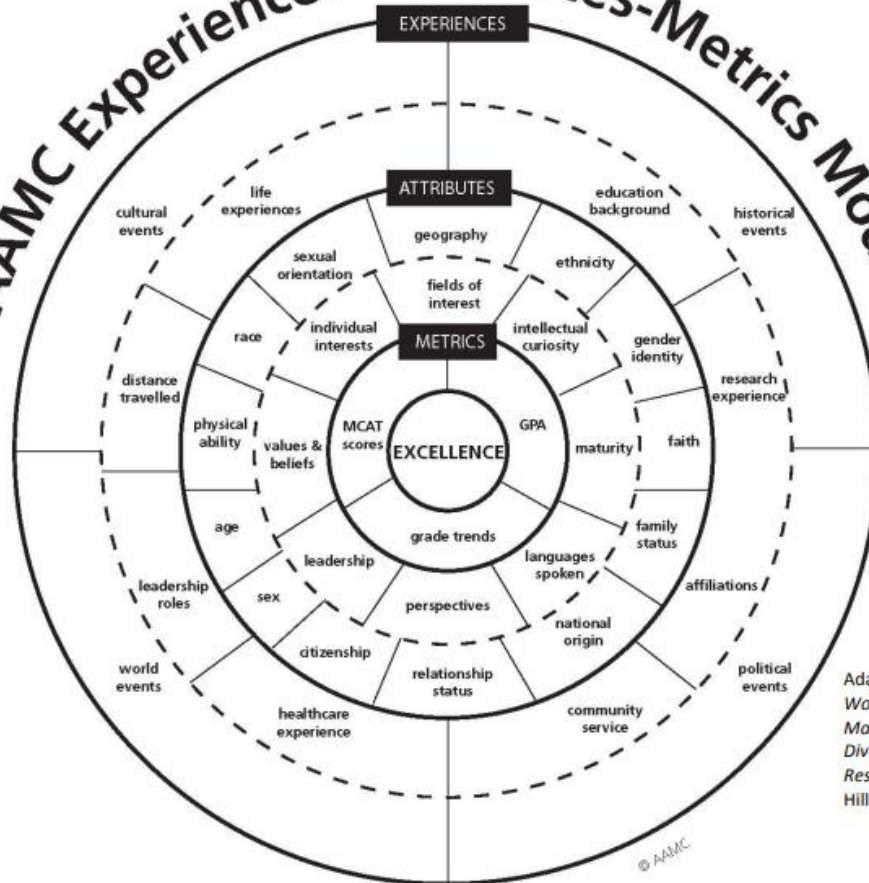


Holistic Review

- Holistic review: mission aligned selection process that considers a broad range of factors when reviewing applicants
- Integrated holistic process helps to ensure process is mission driven, evidenced based, promotes diversity, and balances experiences, attributes, and academic metrics



AAMC Experiences-Attributes-Metrics Model



Adapted from
*Workforce America:
Managing Employee
Diversity as a Vital
Resource*. McGraw
Hill Publishing, 1990.

AAMC Model

Experiences
Attributes
Metrics

AAMC Resources for Residency Program Directors

- [Best Practices for Conducting Residency Program Interviews \(PDF\)](#)
- [Virtual Interview Tips for Program Directors \(PDF\)](#)
- [Virtual Interview Tips for Interviewers \(PDF\)](#)
- Creating a Positive Virtual Interview Experience
 - Access the [video](#) or the [PowerPoint slides \(PDF\)](#)

Online recruitment resources

- Newly revamped GME Office website:
<https://www.hopkinsmedicine.org/som/gme/index.html>
- Video with Hopkins GME overview, JHH & Bayview tours launching soon

