“I’m convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

Larry Bossidy
Leader of GE & Honeywell
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Plan Purpose

The purpose of the Recruitment & Retention Plan is to provide a working document that PHC leaders and hiring managers can use as a guide to successfully recruit and retain staff so that we are able to meet the mission of Primary Health Care, Inc. (PHC). Recruiting, developing, retaining people is one of the most important things we do, yet we often do so with little thought to our actual needs or process.

We know that successful retention really begins during the recruitment process. Candidates will remember the first impressions made by the organization and if hired will likely carry those impressions with them throughout their employment. Therefore how we go about recruitment is just as important as how we treat staff once we hire them.

To develop our plan we will identify challenges that we face in recruiting, the strategy and resources we intend to use to address those challenges, the policies and procedures we will utilize to ensure we maintain quality hiring practices, and the evaluation process we will use to measure our success.

Currently we have identified the following challenges that we face in terms of recruiting:
- High cost of recruiting (e.g. advertising, having a position open, staff time)
- Cost of maintaining a competitive compensation and benefits package
- Ability to finding and attract qualified, mission-focused candidates
- Timely follow up with candidates
- Administrative burden & process coordination (e.g. applicant tracking, new hire workflow)

For ease of reading and utilizing this plan, we have divided it into four sections: Pre-Recruitment, Recruitment, Retention, & Future of Recruiting & Retention. The Pre-Recruitment Section outlines our recruitment strategy and objectives and defines the resources we will use to execute our strategy. The Recruitment Section outlines the processes we utilize to recruit and select new staff. The Retention Section outlines the tools we currently utilize. The Future of Recruiting and Retention identifies ideas that we plan to explore in the future to recruit, retain, and develop our staff. Finally, there are a number of appendices which contain useful tools explained within the plan.

This plan is intended to be used in connection with the Staffing, Recruitment, & Selection Policy.
Pre-Recruitment

Objectives & Performance Standards
Our overall recruitment & retention objective is to place the right person in the right position at PHC within an appropriate timeframe and budget. We will measure our success using the following measures:

- **Introductory Period Staff Evaluation Scores** will help us to assess if we are placing competent individuals within PHC. In general, introductory period scores should reflect that new employees are meeting established learning and performance expectations at the conclusion of the introductory period.

- **Staff Satisfaction Scores** will help us to determine our strengths and weaknesses as an employer from our staff's perspective. Staff satisfaction will likely be reflective of our retention efforts or lack thereof. Staff satisfaction scores should indicate at least an 80% positive response to the question “Would you recommend PHC as a good place to work to a family member or friend?”

- **Days-to-Fill** is the number of calendar days between the date a position opens and the date it is filled. Days-to-Fill will help to assess the efficiency of our recruitment and selection process. Within normal circumstances, Days-to-Fill should not exceed 60 calendar days for support staff; 120 days for management level staff; and 240 days for provider staff.

- **Turnover Rate** is the number of individuals who separate from PHC divided by the average number of individuals employed over the time period. A high turnover rate may suggest that we need to further analyze why we have staff separating from PHC and take steps to address concerns. In general, up to a 20% annualized turnover rate is acceptable.

Staffing Analysis
PHC evaluates the staffing plan for each clinic and program during the annual budgeting process and periodically throughout the year to ensure staffing levels are able to support the provision of care, treatment, and services for patients and clients. The Staffing, Recruitment, and Selection Policy details this policy and process.

PHC uses established industry benchmarks to evaluate current and projected patient volume in order to determine the number of providers needed to meet the demand for services. PHC also uses established industry benchmarks to determine support staff needed to support our providers. In addition PHC considers other criterion as needed, such as support staff to visit ratios and patient demographics, to determine the staffing needs.

Annual staffing analysis addresses the following questions:
- What immediate needs do we have for providers, managers, and/or support staff?
- What staff changes do we anticipate over the next three years due to retirement and attrition?
- What type of staff will we need to address the current and future needs of our patients?
- How do we anticipate our current staff will respond to these plans and what do we need to do to address this?

Budget
PHC evaluates the budget for staffing, recruitment, and retention during the annual budgeting process. The approved budget designates positions, allocated hours and expenses per cost center. The Human Resources Coordinator utilizes the approved personnel budget for position control as well as to ensure that recruitment and retention expenses are within the approved budget. Expenditures beyond the approved budget must be approved by the Administrative Team.

Annual recruitment budgeting includes the following considerations:
- Where have we spent our recruiting dollars over the past 1-3 years? Are those resources working for us? Should we continue to spend out recruiting dollars on the same resources?
• Based on our staffing analysis, how many and what type of positions do we anticipate recruiting during the next year? What will be the best resources for those positions and how much will those resources cost?
• What other resources are available and within our financial means?
• Are there no cost/low cost resources that we could be but are not currently using? How can we utilize those?

Roles & Responsibilities
The Human Resources Coordinator is responsible for the recruitment and retention program, including developing and implementing the Recruitment & Retention Plan, recruitment policy, and retention programs; developing job descriptions; assisting hiring managers with the recruitment and selection process; and ensuring compliance with the policy and legal requirements.

The Human Resources Specialist assists with the recruitment and hiring process including, maintaining job postings, corresponding with applicants, processing background and reference checks, arranging pre-employment screening, extending employment offers, processing new hire and benefits paperwork and tracking applicant data.

A Hiring Manager is an individual responsible for hiring and supervising others. Hiring managers are responsible for reviewing application materials, interviewing and assessing candidates, gathering required authorization and documentation for background checks, completing reference checks and deciding who to hire. Hiring managers must comply with PHC recruitment policy and legal requirements.

The Board of Directors is responsible for approving the Recruitment & Retention Plan and Recruitment Policy, which should support the Scope & Plan for Service and the strategic plan.

Job Descriptions
PHC maintains a job description for each active position within the organization. Job descriptions are stored electronically on the shared drive (S > Job Descriptions). Each job description outlines the reporting relationships, characteristic duties, minimum and preferred qualifications, physical requirements, and work environment. Information in the job description is utilized to post job openings, develop pre-hire assessments, and screen applications. Every active job description should be reviewed at least every two years.

Each employee is asked to review and sign his/her job description upon hire and each time a significant change is made to the job description throughout his/her employment. Signed job descriptions are kept in each employee’s personnel file.

Opportunity Profiles
Opportunity Profiles are useful to define the specific opportunity that is available and the characteristics and experiences of the individual that will best fit the opportunity. The opportunity profile consists of two sections: Ideal Candidate Profile and Employment Opportunity Profile.

The Ideal Candidate Profile is useful for identifying the knowledge, skills, and abilities needed in a candidate for a specific opening beyond the minimum qualifications of the position. Defining what a supervisor truly needs can help ensure that he/she will find the perfect candidate for a particular job opening. This profile explores what is needed in terms of personality characteristics, specialized training or experience, and professional interests, to fit into the team the supervisor is building. The supervisor, with the help of HR, should discuss the Ideal Candidate Profile before posting an open position. Considerations for the Ideal Candidate Profile are in Appendix A.

The Employment Opportunity Profile will help to market the position by identifying important information about PHC, the position, and the community. We need to provide a balanced picture about the strengths and challenges that come with being a part of PHC and the position for which we are recruiting. Most of the organization and community information in the Employment Opportunity Profile is applicable to all positions. Considerations for the Employment Opportunity Profile are in Appendix B.
Once developed, these profiles should be shared with key stakeholders for feedback before a candidate search begins. These profiles can also be used to assist with applicant screening and to develop relevant interview questions.

Identification of Recruitment Sources
This section identifies recruitment resources that PHC is currently using or plans to use in the future. At this point, we have begun collecting but have not reviewed data regarding our recruitment strategies. We plan to implement a more effective data collection & analysis mechanism to track where our applicants and the individuals we hire are learning about our job opportunities, so that we can better plan where to use our financial resources.

College Recruitment
College recruitment is an opportunity for a proactive, focused approach to recruiting. Currently, PHC participates in college recruitment on a limited basis, through sporadic internships and clinic rotations. PHC could benefit from a more focused approach to college recruiting by developing relationships with selected programs, talking with students about PHC, participating in college sponsored job fairs, offering defined internships and clinical experience opportunities, evaluating student experiences at PHC, maintaining student contact information, and marketing job opportunities to previous students.

Employee Referrals
Employee referrals can be an effective and inexpensive source of applicants. PHC communicates job opportunities to employees internally via the intranet and In the Loop, the bi-monthly employee newsletter. PHC does not currently have a formal employee referral program or incentives for employees who recommend individuals. As a first step, we have created a nepotism policy to avoid misunderstandings, which states that PHC will not hire an individual for a position in which he/she would supervise or be supervised by an employee or contractor to whom he/she is related. We would like to develop a program that will include incentives (e.g. gift certificates, company merchandise, or cash awards), program criteria, communication strategy, tracking mechanism, and an evaluation system.

External Sourcing & Temporary Workers
PHC utilizes external sourcing and temporary workers on a limited basis due to the significant expense required of this method of recruitment.

External sourcing is typically limited to very difficult-to-fill positions, such as providers and managers. PHC has signed a Memo of Agreement with The Recruitment Center, an IANEPCA department, to provide full service provider recruitment. PHC will also continue to work with other recruitment agencies as necessary.

Temporary workers are utilized more often to assist during staff shortages or due to vacations and leaves of absence for support level positions (e.g. billing representatives, nurses). PHC develops agreements with temporary agencies to establish expectations and requirements for the business relationship and the temporary workers who are placed at PHC. PHC currently has agreements with Medical Staffing Network, Maxim Health Services, Accountemps and Adecco.

Internet
PHC utilizes a variety of online resources to reach out to job seekers. Careerbuilder is currently PHC’s main online resource for job postings. Careerbuilder has an association with The Des Moines Register and has proven to be a good source of candidates for PHC over the past two years. PHC has a personalized Careerbuilder webpage that provides job seekers information about our locations, mission, and benefits.

In the next year, PHC plans to explore the use of other online resources including:

- PHC website employment page
- Social networking sites (e.g. Linked In, Facebook)
- Iowa Workforce Development
• Professional association job boards
• Educational institution job boards
• Free job postings sites (e.g. Indeed, Craigslist)

Job Fairs & Career Days
PHC has participated in several job fairs and career day events over the past three years. Based on our experiences, we have concluded that general job fairs are not a very helpful source of candidates for PHC. We plan to seek out more focused opportunities, such as job fairs sponsored by educational institutions with relevant programs.

National Health Service Corp
All PHC sites are eligible for the National Health Service Corp (NHSC) loan repayment program, which provides loan repayment opportunities to licensed independent health practitioners who commit to working in underserved areas. PHC utilizes the NHSC online job board for eligible positions. PHC also markets our NHSC eligibility status on provider recruitment materials. PHC plans to continue to apply for NHSC eligibility as required.

Print Advertising
PHC utilizes print advertising on a limited basis, due to the expense and expected lack of return on investment. Our experiences advertising in The Des Moines Register and The Marshalltown Times Republican, the two largest newspapers in our service areas, have yielded little results over the past three years. As job seekers for the types of positions we typically hire turn to online job searches, PHC plans to limit resources used for print advertising.

Focused Sourcing
PHC has taken steps to develop a diverse staff to support the needs of our diverse patient population. As of September 2009, 28% of our staff identifies themselves as Hispanic/Latino, Asian, or African American. Nearly half of our staff speaks a second language in addition to English. To continue our effort to increase our staff diversity, we plan to market our job opportunities to relevant population specific professional organizations and community groups and to utilize media sources that target specific populations (e.g. Spanish speakers). We will utilize the knowledge of our existing staff as well as resources from the Greater Des Moines Partnership Diversity Committee to find sources for applicants.

Promotional Materials
PHC currently has limited promotional materials for recruiting. In 2009, we created a professional, user-friendly recruitment page on the PHC website including benefits and compensation information, staff testimonials, general PHC career options, and a link to the PHC Careerbuilder website which lists current opportunities.

We plan to develop the following promotional materials:
• An enhanced recruitment page on PHC website, including current openings and an online employment application;
• General recruitment brochure that provides instructions for online application; and
• Provider recruitment packet including the above information as well as a community profile, practice profile, benefits and compensation information, including a full explanation of the gain sharing program.
Recruitment

Recruitment Postings
PHC posts positions internally via the intranet and externally via resources identified in the previous section, Identification of Recruitment Sources. The sources used for each opportunity are selected based on the type and level of position for which we are recruiting. Typically, positions are simultaneously posted on internal and external sources. Positions are typically posted for a minimum of two weeks before applicant selection begins. A specified time period is not required for external postings; however, the internal posting must be available for at least three business days on the intranet.

Opportunity postings typically include the following information:
- Position title, brief description, and minimum and preferred qualifications
- Location, hours, employment status, and pay range
- Summary of benefits
- Mission, vision, and values
- Application instructions

Applicant Selection
The applicant selection process is described in detail in the Staffing, Recruitment, & Selection Policy.
In general, PHC’s applicant selection process consists of:
- Reviewing application materials
- Phone and in-person interviews
- Job-specific assessments
- Background checks
- Credentials verifications
- Occupational health screening

Interviewing
PHC encourages hiring managers to thoroughly prepare for each interview using the following process:
1. Review the position description and ideal candidate profile.
2. Develop the list of interview questions. Questions should be consistent for position. Use behavioral based questions when possible. Develop follow up questions to use in case more information is needed.
   Resources:
   - PHC intranet: Interview Question Bank & Is This Question Legal?
   - Appendix C: Interview Question Types
3. Gather information to share with each candidate including job description, benefit summary, grant requirements, and any forms that may need completed (e.g. employment application, background check authorization forms, job-specific assessments)
4. Review each candidate’s resume thoroughly shortly before the interview. Note any questions or red flags to discuss during the interview.

Note: Try to schedule interviews within the same week and schedule about an hour for each interview.

PHC encourages hiring managers to use the interview format below:
- Set the Scene
  - Find a quiet, comfortable space to meet where you will not be interrupted.
  - Have water available to offer the candidate a drink.
  - Bring the information that you’ve gathered to share with the candidate along with any necessary forms and/or assessments for the candidate to complete.
- Introduce the Process
  - Use this time to create a comfortable environment without asking about/receiving information that you shouldn’t know at this point (e.g. marital status, kids). Avoid saying, “Tell me about yourself.”
- Thank the candidate for coming to the interview.
- Tell the candidate that you'll be asking a series of questions that will focus on their experience and that you'll be asking them to provide specific examples.
- Explain that you'll be taking notes during the conversation.
- Encourage the candidate to take his/her time when answering the questions.
- Explain that you will review the position and answer the candidate’s questions at the end of your time together.

- Ask the Interview Questions
  - Use consistent questions for each position.
  - Use follow up questions if the candidate is not providing enough information or not understanding the question. Follow up questions may vary from candidate to candidate.
  - Ask about any red flags identified in the application materials.
  - Help a rambling candidate to wrap up his/her point. When the candidate pauses to take a breath say, “That's very interesting. Why don't you tell me about _____ now?”
  - Give the candidate time to comprehend and answer the question. Offer to rephrase the question or come back to it if the candidate is having difficulty after 45-60 seconds. Do not answer the question for the candidate.
  - If a red flag comes up during the interview, give the candidate a chance to offer another example by asking another question to look for contrary evidence. Be careful not to ask a leading question.
  - Be cautious using “why?” as a follow up question since why can be perceived as judgment. Consider rephrasing the follow up question (e.g. what information did you use to make that decision? instead of why did you do that?).

- Share Information about PHC & Answer the Candidate’s Questions
  - Review the job description.
  - Provide a brief overview of the PHC benefit package to the candidate.

- Close the Interview
  - Obtain any missing documents: employment application, background check authorizations, copies of required licensure, etc.
  - Ask the candidate to provide you contact information for three or four professional references.
  - Schedule required job-specific assessment(s), if applicable.
  - Review the next steps in the selection process.
  - Thank the candidate for his/her time and show the candidate out.

- Candidate Evaluation
  - Complete right away so you don’t forget the details.
  - Consider the following:
    - Will the candidate be a good fit in the position at PHC?
    - Is the candidate qualified to do the job responsibilities?
    - What concerns have you identified about this candidate?
    - What strengths have you identified about this candidate?
    - Where do you rate this candidate on a 1-10 scale, where 10=the ideal candidate?
  - Common pitfalls to avoid in candidate evaluation:
    - Halo: projecting positive images because a candidate has certain characteristics (e.g. attended a certain school)
    - Pitchfork: projecting negative images because a candidate has certain characteristics (e.g. attended a certain school)
    - Recency: liking most recent best
    - Contrast: comparing all candidates to a favorite candidate instead of comparing each candidate to the ideal candidate profile
    - Clone: preferring a candidate because he/she reminds the interviewer of him/herself
Retention

Compensation & Performance Management
PHC acknowledges that we may never be entirely competitive with other healthcare employers when comparing base pay rates alone. However, PHC recognizes the importance of being as competitive as possible to attract and retain top candidates. Therefore, PHC completes a compensation market analysis at least bi-annually to compare current PHC pay grades to national, regional, and local compensation data for like positions. When significant discrepancies in base pay are identified, PHC takes action to realign base pay rates with the market as best we can.

PHC is also committed to rewarding individuals based on their contributions to the organization. Pay-for-performance has replaced the typical standard of living increase for staff and offers the opportunity to earn a larger increase by exceeding expectations based on performance evaluation criteria. We feel that this program has been successful by better rewarding high performing employees and by encouraging staff who are not meeting expectations to either improve performance or seek other employment opportunities.

Employee Satisfaction & Engagement Surveys
PHC implemented annual employee satisfaction and engagement surveys in 2008. These surveys provide a means for each employee to be heard. PHC receives feedback on topics including workplace culture, employment practices, work relationships, compensation and benefits, development and advancement opportunities, physical work environment and resources. We have received much valuable information from these surveys over the past two years and have used the feedback to address staffing needs, benefit options, communication methods, and other general concerns and suggestions. We plan to continue utilizing employee surveys to evaluate what's working and what's not working from our employee’s perspective, to help guide the decisions we make as a management team, and to implement programs that will increase the satisfaction and retention of our staff.

Training & Development
PHC recognizes the importance of training and development for our staff. Employee satisfaction survey results from 2008 and 2009 indicate that training and development is an opportunity for improvement at PHC. We have made some improvements, but still need to improve the quantity and quality of opportunities. Feedback received indicates the need to offer more participative, hands-on learning, as well as position-specific and patient-specific training. PHC intends to continue to develop additional opportunities, to partner with other agencies (e.g. Mercy, United Way, EFR, Broadlawns) to offer opportunities, and to seek relevant funding opportunities to support this need.

Benefit Package
PHC evaluates the benefit package offered to staff on an annual basis to determine if the package is meeting the needs of our staff, if the plans offered are affordable, and if the package is competitive with other organizations. We consider feedback from staff surveys as well as employer benefit trends when deciding what options to offer our staff.

Retention Rate & Analysis
PHC measures retention as the reciprocal of turnover. Turnover is measured and reported quarterly by site. Over the past five years our total turnover rate has ranged from 8% to 21%. Our turnover rate is low compared to other area community health centers, so we have not put much time or effort toward analysis.

PHC does request that employees complete an exit survey when they resign so that we can evaluate why employees are leaving and what we could have done to retain them. In 2009 we developed an online survey to gather measurable data instead of utilizing only open ended questions as we had been. At this point we haven’t gathered enough data to provide significant analysis, but we do review feedback from each survey to gather individual data and anecdotal feedback about individual managers and PHC.
Future of Recruiting & Retention at PHC

PHC needs to develop a proactive approach to recruiting and retention as opposed to the reactive approach that is currently used. A proactive approach may consist of the following:

- Engagement in true recruiting activities to market PHC as an employer of choice before a staffing need arises (e.g. social networking, career fairs, relationships with schools).

- Method to source, identify, and build relationships with qualified candidates before a staffing need arises.

- Use of a recruitment management system that will serve as an online application and applicant database and will manage workflow for the recruitment process.

- Development of a comprehensive on-boarding program that will help new staff to learn about PHC and their role during the introductory period.

- Development of a mentor program that will build working relationships and develop new staff beyond the introductory period.

- Development of a leadership program that will help PHC to identify existing staff who have the desire and potential to move into leadership roles and to prepare those individuals for PHC’s future needs.

- Development of an employee appreciation and recognition program that can be used by managers for spot rewards as well as years of service recognition.
Appendix A – Ideal Candidate Profile

1. What experience level is necessary for this position? Is a newly trained individual suitable? Do we need someone with specific healthcare experience or will other industry skills transfer?

2. Are there preferences about a specific degree (e.g. DO vs. MD)?

3. Is a specialty degree or training needed?

4. Are bilingual skills a requirement or preferred qualification? If so, what language?

5. What will this person be doing every day, specifically?

6. What kind of person will enjoy this work?

7. What personality traits are most compatible with the current or future culture of the organization?

8. Will the professional goals of the individual make a difference in your selection? What kind of professional goals would enhance the future plans for the organization?

9. How will the individual’s motivations, ambitions and interest in working at a not-for-profit center be assessed? What role will these attributes play in the hiring decision?

10. What call schedule, if any, will be desired or required by PHC?

11. Will a candidate who wants to live outside the community be considered?

12. For physicians, will international medical graduates be considered?

13. For physicians, will candidates who are board eligible but not board certified be considered?

14. Are we willing to sponsor a J1 Waiver or H1-B Visa?
Appendix B – Employment Opportunity Profile

Organization Information
Practice Name
Practice Location
Contact Person/Email/Phone
Alternative Contact/Email/Phone
History of Practice
Type of Practice
Number of Providers, Specialties, Type, Length of Service
Number and Types of Support Staff
Description of Facility (hours, location, number of rooms)
Overview of Practice
Additional Sites
Call Schedule
Average Case Load
Services
Culture of the Practice
Practices Leadership
Benefits of Working for PHC
Staff Testimony
Staff Retention Rate
Additional Information

Community Information
Description of Community
Population of Community and Service Population
Cultural Influences
Significant Recreation/Amenities Nearby
Demographic Information

Position Information
Position Title
Status
Minimum & Preferred Qualifications
Position Description
Why is the position open?
Who will this position report to?
What type of patient population will this position serve? What is the patient volume?
What is included in the caseload (e.g. OB)?
Estimated call coverage
What support staff is in place?
Salary Range
Is there a salary guarantee?
Are there additional financial incentives?
Professional Liability Insurance Coverage
Benefits
CME Allowance
Relocation Assistance
Loan Repayment Opportunities
Additional Information
## Appendix C – Types of Interview Questions

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<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Example</th>
</tr>
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<tbody>
<tr>
<td>Closed</td>
<td>• Yes/No/Fact</td>
<td>Have you ever worked in a clinic setting?</td>
</tr>
<tr>
<td></td>
<td>• Tend to shut down conversation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Can be useful for clarification or to close conversation</td>
<td></td>
</tr>
<tr>
<td>Leading Questions</td>
<td>• Interviewer usually has a specific answer in mind</td>
<td>Do you feel that working in a clinic is better than working in a hospital?</td>
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<tr>
<td></td>
<td>• Tend to guide the interviewee to the answer you want to hear</td>
<td></td>
</tr>
<tr>
<td>Hypothetical</td>
<td>• Easier for creative/extrovert personality types to answer</td>
<td>Imagine that you are working as a nurse at PHC and a coworker is rude to you. How would you handle that?</td>
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<tr>
<td></td>
<td>• Can be useful if the goal is to learn about the interviewee’s thought</td>
<td></td>
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<tr>
<td></td>
<td>patterns</td>
<td></td>
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<tr>
<td></td>
<td>• Use toward end of interview/question</td>
<td></td>
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<tr>
<td>Open Ended &amp; Behavioral</td>
<td>• Provides examples of past behavior</td>
<td>Tell me about a time when you encountered a coworker that was rude to you. How did you react? Is there anything you would have done differently?</td>
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<tr>
<td></td>
<td>• Tends to reveal more about candidate</td>
<td></td>
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<tr>
<td></td>
<td>• Can be intimidating and difficult for both interviewee and interviewer</td>
<td></td>
</tr>
<tr>
<td>Follow Up</td>
<td>• Use to gain more information about a topic or for clarification</td>
<td>Original Question: Tell me about your last team experience.</td>
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<td></td>
<td></td>
<td>Answer: I’m currently on a performance improvement committee.</td>
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<tr>
<td></td>
<td></td>
<td>Follow Up Question: What is your role on that team? What have you found difficult about working with that team? What have you found enjoyable about working with that team?</td>
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