Recruitment and Selection of Newly Qualified Registered Nurses through Multi-Mini Interviews

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The ‘Recruitment and Selection of Newly Qualified Registered Nurses through Multi-Mini Interviews’ was a pilot initiative undertaken at UnitingCare Ageing during 2014.

The pilot was led and evaluated by Kath Sharples, Manager Education Strategy and Research at UnitingCare Ageing during this time.
Traditional Single Interviews

- Structured questioning is susceptible to context specificity, social bias, poor standardisation and limited predictive validity.

- Aged Care organisations must attract and retain registered nurses that are fit for purpose, give value for money and are able meet the challenges posed by the increasing diversity of older people.

- These values are difficult to ‘test’ at traditional single interviews.
Perceptions of Aged Care by Newly Qualified Registered Nurses

- Poor career option
- Resting place on the way to retirement
- Last resort
- Second choice if other employment not found
- Results in ‘churn effect’ – complications of high turnover
‘If you are deemed unsuccessful in the recruitment process you can continue to apply to other organisations such as private hospitals/health care facilities, aged care and disability care facilities, as well as interstate’.


The Challenge - to select Newly Qualified Registered Nurses with a genuine desire to specialise in aged care
NSW Health Online Handbook

2016 Graduate Nursing and Midwifery Transition to Professional Practice Handbook

UnitingCare Ageing Online Handbook

New Graduate Nurse Program

Are you a passionate, enthusiastic and motivated newly graduated Registered Nurse who wants to begin their career by making a difference?

Apply Now!
<table>
<thead>
<tr>
<th>Parallel Application/Interview Timeline</th>
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<tbody>
<tr>
<td><strong>May 2014</strong></td>
</tr>
<tr>
<td>• Preparation for application</td>
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<tr>
<td><strong>June 2014</strong></td>
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<tr>
<td>• Monday 2 June 10am – applications open</td>
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<tr>
<td><strong>July 2014</strong></td>
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<td>• Monday 7 July 10am – applications close</td>
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<tr>
<td>• Monday 14 July – interview invitations sent to shortlisted applicants via email</td>
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<tr>
<td>• Monday 28 July – deadline for accepting interview invitation</td>
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<td><strong>August 2014</strong></td>
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<td>• 4 to 29 August – interviews conducted</td>
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<td><strong>September 2014</strong></td>
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<tr>
<td>• UnitingCare Ageing selects applicants</td>
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<tr>
<td><strong>October 2014</strong></td>
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<tr>
<td>• Wednesday 1 October – applicants advised of interview outcome</td>
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<tr>
<td>• Wednesday 15 October – deadline for accepting employment offer</td>
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<tr>
<td><strong>November – December 2014</strong></td>
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<tr>
<td>• Preparation for employment at UnitingCare Ageing</td>
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# Interviews

<table>
<thead>
<tr>
<th>Date</th>
<th>08-Aug-14</th>
<th>13-Aug-14</th>
<th>19-Aug-14</th>
<th>20-Aug-14</th>
<th>25-Aug-14</th>
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</thead>
<tbody>
<tr>
<td>Location</td>
<td>Newcastle</td>
<td>Penrith</td>
<td>Wollongong</td>
<td>Sydney</td>
<td>Sydney</td>
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<tr>
<td>Candidates</td>
<td>8</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>15</td>
</tr>
<tr>
<td>Interviewers</td>
<td>7</td>
<td>8</td>
<td>12</td>
<td>10</td>
<td>11</td>
</tr>
</tbody>
</table>

- 230 applications
- 100 invited to interview
- 80 attended interview
New South Wales / Australian Capital Territory
<table>
<thead>
<tr>
<th>Activity</th>
<th>Format</th>
<th>Method of Assessment</th>
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<tr>
<td>Case Study</td>
<td>Group Discussion</td>
<td>Assessment rubrics ANMC competencies</td>
</tr>
<tr>
<td>Case Study</td>
<td>Individual written assessment</td>
<td>Assessment rubrics ANMC competencies</td>
</tr>
<tr>
<td>Social Interaction</td>
<td>Coffee break</td>
<td>Interviewer Discussion</td>
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<tr>
<td>Personal Presentation</td>
<td>Observation</td>
<td>Interviewer Discussion</td>
</tr>
<tr>
<td>Multiple Mini Interviews</td>
<td>Scenarios Role Play Clinical Questions</td>
<td>Assessment matrix based on organisation values</td>
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What are Multi-Mini Interviews?

- Interview ‘Speed Dating’
- Originally used in the selection of applicants to medical schools, now used widely in the UK for selection of pre-registration nursing students
- Established validity and reliability for assessment of non-cognitive attributes
- Increases opportunity for objective judgements
- Useful for selecting people with specific attributes / values
Format of Multi-Mini Interviews

- Candidates rotate through 5 stations
- 5 minutes each station
- 1 interviewer at each station
- Mixed interview format – Questions and answers, responding to a hypothetical scenario, role play
- An assessment of interpersonal, decision making and problem solving skills
- An assessment of knowledge, skill and professionalism
Format of Multi-Mini Interviews

Candidates can start at any station

• A bell will sound at the beginning of the 5 minutes
• A bell will sound at the 30 second warning
• A bell will sound at the end of the 5 minutes

Candidates will move to the next station

Interviews will finish once all candidates have rotated through all stations
You are contestant in a TV game show and have been allocated $20,000 to give to a charity of your choice. You cannot divide the money; you must select just one of the charities to receive the full amount.

- Charity 1 - provides educational funding to ex-prisoners. The money is used to support ex-prisoners to gain employment through retraining. Some of the prisoners have been convicted of violent crimes.

- Charity 2 - provides counselling services for transgender teenagers who have experienced bullying. Some of the teenagers have a history of substance misuse and self harm.

- Charity 3 - provides emergency housing for aboriginal clients experiencing domestic violence. Some of the funding is given directly to clients as a food or clothing allowance.

Please discuss all options and then choose your preferred option, giving the rationale for this choice.
Values

- Professional expectation of non-discriminatory care
- Respect for equality and diversity - candidates should have found it difficult to make a choice
- The choice of one preferred charity allows candidates to articulate a personal choice based on a non-discriminatory rationale
- Assessment rubrics linked to values of respect, compassion, community and communication – each element scored out of 5, each station scored out of 20
- Red flag option – for group discussion
Evaluation

- All candidates and interviewers were invited to complete a short paper questionnaire at the completion of the assessment and interview day.

- Eight quantitative questions based on the ‘right to expect’ charter
  - 4 point Likert Scale

- Three qualitative open ended questions
  - Value
  - Areas for improvement
  - Additional comments
Candidate Perceptions
Overall Quantitative (n=80)
Candidate Perceptions
Multi-Mini Interviews Qualitative

- “Speed interview tested quick thinking across a wide range of topics”
- “Really enjoyed the mini-interviews - well phrased questions and the informal one-on-one discussion was not too intimidating”
- “Individual interviews allowed opportunity to demonstrate knowledge”
- “A little bit noisy for the interviewee to prepare the question”
- “Interviews should be conducted at the beginning”
- “5 minute interviews were a bit daunting.”
Interviewer Perceptions
Overall Quantitative (n=26)
Interviewer Perceptions
Multi-Mini Interview Qualitative

- “Input from a variety of assessors provided a fairer assessment process”
- “All the activities and the panel approach with multiple people involved including the discussion at the conclusion of the day added objectivity to the outcome”
- “Within 5 minutes you could ascertain their ability to read instructions, evaluate information and form an argument”
- “I felt as an interviewer, I wasn’t told enough before I arrived. I felt rather challenged at the outset of the day”
- “Very challenging due to noise. Separate areas/rooms would be beneficial for everyone”
What Happened Next?

- All candidates were ranked according to total assessment mark across all assessment events
- A benchmark was set and all candidates with a score on or over the benchmark were reviewed n=30
- All ‘red flags’ reviewed
- 25 FTE posts available
- 22 offered FTE posts
- 12 first round acceptances
In Summary

- A review of current literature suggests that this is the first time that an multi-mini interview protocol has been utilized to select newly qualified registered nurses in Australia.

- Evaluation of this pilot multi-mini interview protocol indicated that the interview format was viewed positively by candidates and interviewers.

- Further research is required to determine if multi-mini interviews can enhance the likelihood of successfully selecting practitioners whose core values such as empathy and ethical judgements are matched with a genuine desire to specialise in aged care.
References


