




Recruiting Employees that Share Your Pioneer Values


Susan Misorski, VP of Coaching and Consulting Services, PHI
Anna Ortigara, Organization Change Consultant, PHI



© PHI 2017 August 2, 2017



PHI & the Direct Care Workforce



© PHI 2017 Pioneer Network – August 2, 2017

A Little Bit About Us

Quality Care Through Quality Jobs

Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.

25 years, 360-degree perspective




© PHI 2017 Pioneer Network – August 2, 2017

The Passion That Drives Us

The Heart of Quality Care

Caring, committed relationships between direct care workers and the people they care for are at the heart of quality care.

We are driven by the desire to create fundamentally new systems of care that honor that principle.



© PHI 2017 Pioneer Network – August 2, 2017

Pioneer Network Values & Principles

- Know each person
- Each person can and does make a difference
- Relationship is the fundamental building block of a transformed culture
- Respond to spirit, as well as mind and body
- Risk taking is a normal part of life
- Put person before task
- All elders are entitled to self-determination wherever they live
- Community is the antidote to institutionalization
- Do unto others as you would have them do unto you
- Promote the growth and development of all
- Shape and use the potential of the environment in all its aspects: physical, organizational, psycho/social/spiritual
- Practice self-examination, searching for new creativity and opportunities for doing better
- Recognize that culture change and transformation are not destinations but a journey, always a work in progress

© PHI 2017 Pioneer Network – August 2017

Facts and Trends

Paired Conversations

How do the Pioneer Network Values and Principles inform recruitment and retention of staff?

© PHI 2017 Pioneer Network – August 2, 2017

Facts and Trends

Key Facts about the Direct Care Workforce

- 4.5 million nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating **more new jobs** in our economy than any other single occupation.

© PH 2017 Pioneer Network – August 2, 2017

Facts and Trends

Key Facts about the Direct Care Workforce

- 4.5 million nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating **more new jobs** in our economy than any other single occupation.
- The **fastest growth is among home care aides** who provide support in private homes and other community-based settings.
- Home care aides **earn on average \$10 per hour**, with annual incomes averaging \$13,300. Nursing assistants don't do much better, averaging less than \$12 per hour.
- Low wages, insufficient training, and lack of advancement opportunities are leading to a caregiver shortage: **more people are leaving these jobs than entering the field.**

© PH 2017 Pioneer Network – August 2, 2017

Demographics: Home Care Workers

Gender & Age

HOME CARE WORKERS BY

GENDER, 2014

| | |
|--------|-----|
| Female | 89% |
| Male | 11% |

AGE, 2014

| | |
|-------|-----|
| 16-24 | 10% |
| 25-34 | 19% |
| 35-44 | 20% |
| 45-54 | 23% |
| 55-64 | 20% |
| 65+ | 8% |

© PH 2017 Pioneer Network – August 2, 2017

Demographics: Home Care Workers

Race, Citizenship Status, & Education

HOME CARE WORKERS BY

RACE AND ETHNICITY, 2014

| | |
|-------------------------------|-----|
| White, Not Hispanic or Latino | 42% |
| Black or African American | 28% |
| Hispanic or Latino | 21% |
| Other | 10% |

CITIZENSHIP STATUS, 2014

| | |
|--------------------------------|-----|
| U.S. Citizen by Naturalization | 72% |
| U.S. Citizen | 15% |
| Not a Citizen of the U.S. | 13% |

EDUCATIONAL ATTAINMENT, 2014

| | |
|-----------------------------|-----|
| High school degree or less | 54% |
| Some college | 36% |
| Bachelor's degree or higher | 10% |

Chart Source: PH analysis of the American Community Survey, U.S. Census Bureau (2015). 2014 ACS 1-year PUMS. Retrieved from <http://www.census.gov/programs-surveys/acs/data/pums.html>

© PH 2017 Pioneer Network – August 2, 2017

Demographics: Home Care Workers

Future Demand

OCCUPATIONS WITH THE MOST JOB GROWTH 2014 TO 2024

| | |
|--|---------|
| Home Care Workers | 633,100 |
| Registered Nurses | 439,300 |
| Fast Food, Food Preparation, and Serving Workers | 343,500 |
| Retail Salespersons | 314,200 |

© PH 2017 Pioneer Network – August 2, 2017

Demographics: Nursing Assistants

Gender & Age

NURSING ASSISTANTS BY

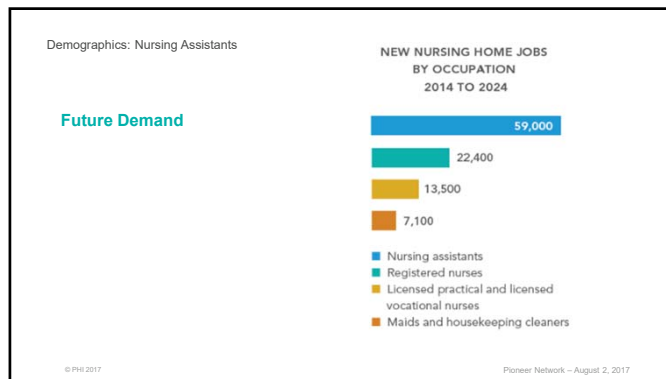
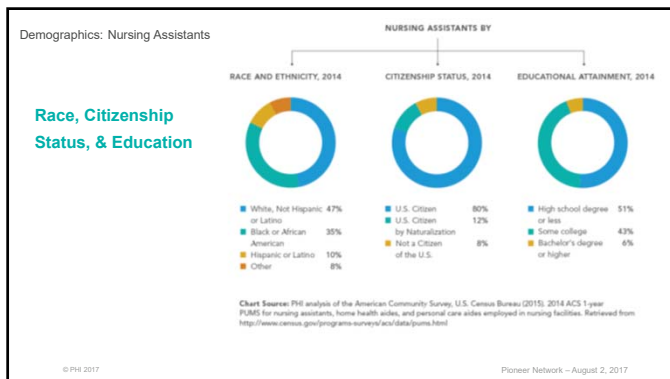
GENDER, 2014

| | |
|--------|-----|
| Female | 91% |
| Male | 9% |

AGE, 2014

| | |
|-------|-----|
| 16-24 | 21% |
| 25-34 | 26% |
| 35-44 | 19% |
| 45-54 | 18% |
| 55-64 | 14% |
| 65+ | 4% |

© PH 2017 Pioneer Network – August 2, 2017



PHI QUALITY CARE THROUGH QUALITY JOBS

Table Conversations

Take one Pioneer Network Value

What are characteristics and attributes would look for in a potential staff member to support this Value

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017

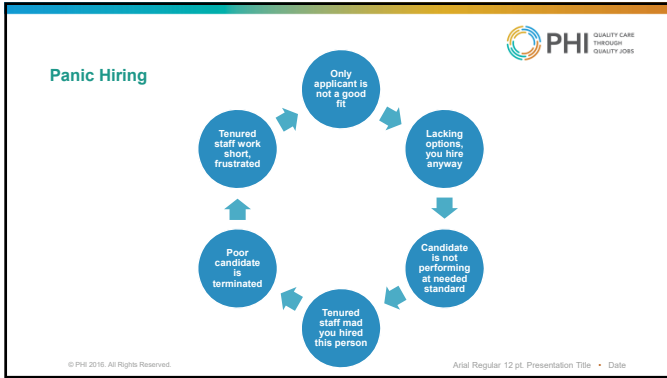
PHI QUALITY CARE THROUGH QUALITY JOBS

Tips for Recruitment and Retention

Failure to take time in the recruitment process results in:

- Turnover
- Consumer dissatisfaction
- Low moral
- "Always enough time to do it over, Never enough time to do it right"

© PHI 2017 America's Eldercare Workforce • March 22, 2017



Top Drivers of Employee Satisfaction...

- Wages and Benefits
- Job Demands (measured by ratio of nursing assistant hours per resident day)
- Feeling respected
- Feeling Valued
- Relationship with Supervisor

<http://gerontologist.oxfordjournals.org/content/49/5/611.long>

PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017

And another thing...

Top Drivers of Nurse Engagement

This organization provides high-quality care and service

PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017

Quick Wins

- Build involvement/workgroup
- Learn what attracted your staff
- Get curious about why people stay
- Get curious about why people leave
- Build on what works by doing more of it
- Elicit your staff's creativity and stay open to their suggestions

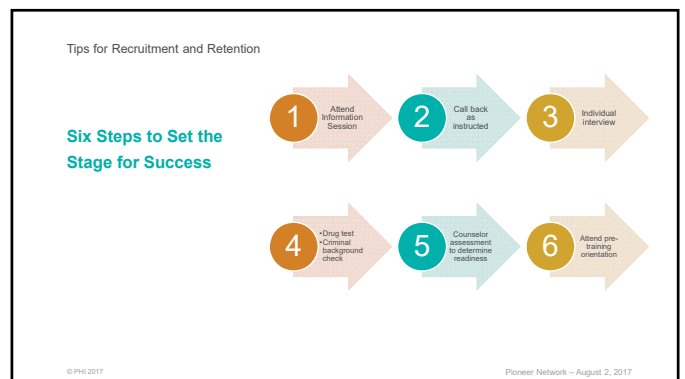
PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2017. All Rights Reserved. Pioneer Network – August 2, 2017

Critical Qualifications

PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017




Tips for Recruitment and Retention

Use Values Based Interview Questions

| | |
|---|---|
| <p>Typical Interview</p> <ul style="list-style-type: none"> - Tell me about why you want to be a DCW - What hours/shifts are you available? - What training have you had? - Do you have a reliable method of transportation? | <p>Values Based Interview</p> <ul style="list-style-type: none"> - Describe an experience in your life that has led you to care about elders. - Tell me about a time you disagreed with a coworker or supervisor. How did you handle it? - Describe a situation in the past where you exhibited professionalism in your work. |
|---|---|

© PHI 2017 Pioneer Network – August 2, 2017




Your Turn - Interview Time

- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

© PHI 2017. All Rights Reserved. Pioneer Network – August 2, 2012

Involve Everyone!!

- Give all staff recruiting business cards that they can put their name on.
- If you hire someone that brings in that employee's business card, they get a bonus or gift card.



© PHI 2017. All Rights Reserved.


Peer to Peer Interviews

- Train representatives from each department to conduct peer interviews
- Peer recommendation, plus department head/HR approval = job offer



© PHI 2017. All Rights Reserved.

Train resident representatives to participate in interview process - may or may not be part of resident council functions



© PHI 2017. All Rights Reserved.

- Invest time in developing relationships with high school, vo-tech and college placement offices, recruiters and workforce development centers.
- Be active at industry conferences where you can attract candidates.
- Watch the online job boards for potential candidates who may have resumes online even if they're not currently looking.
- Use professional association websites and magazines to advertise for professional staff.
- Offer internships to college bound students, and clinical experiences to students
- Linked In, Indeed.com etc.

© PHI 2017. All Rights Reserved.

Tips for Recruitment and Retention

Onboarding for Success

- Peer Mentoring critical for first 90 days
- Ensure orientation is person centered and reflects your organization's values
- Give frequent feedback
- Avoid "throwing the employee in" at all costs



© PH 2017 Pioneer Network - August 2, 2017

Peer Mentoring: Compensation, Opportunity and Support



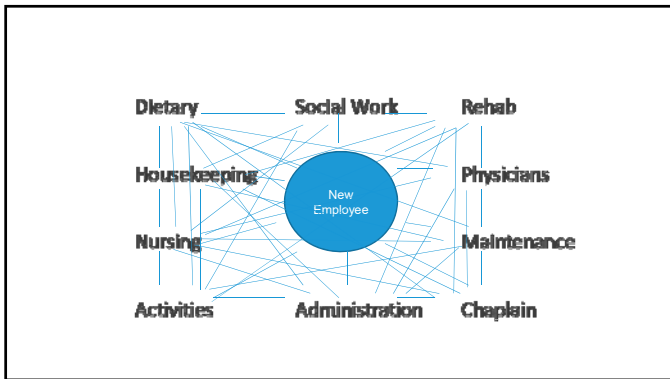
Paired discussion

What do new staff tell you about their experience of being new?

Types of Issues Mentees Presented to Mentors:

- Working relationships
- Relieving Stress/Burnout
- Care
- Working Conditions
- Communication

http://phinational.org/sites/phinational.org/files/clearinghouse/WA_Preliminary_Peer_Mentor_Program_Analysis.pdf




- New employee is paired with experienced mentor
- Mentor builds immediate and ongoing relationship
- Provides support, guidance, and sense of safety
- Improves retention by as much as 50%

| DO | DON'T |
|---|---|
| ✓ Openly post position | x Hand pick mentors |
| ✓ Provide mentor training | x Assume experience is adequate prep for role |
| ✓ Provide mentors support | x Underestimate program supports |
| ✓ Give pay increase | x Expect to "do more for same pay" |
| ✓ Mentor on assignment employee will have | x Teach employee on mentor's assignment |

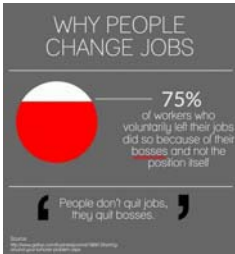
Specialty Positions – Opportunities for Career Advancement

- Memory Support Specialist
- Palliative Care Specialist
- Restorative aide
- Peer Mentors
- Other Opportunities for Advancement – Blended Roles in Households



Tips for Recruitment and Retention

The Role of Supervisors in Recruitment and Retention



© PHI 2017 Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Coaching Supervision

- The **PHI Coaching Approach to Supervision®** is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills
 - i.e., the ability to *Think Critically, Prioritize, Make Decisions, Problem Solve and Communicate Effectively*

© PHI 2017 Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Traditional vs. Coaching Supervision

| Traditional | Coaching |
|--|--|
| • Identify the issue to be addressed | • Establish relationship with the worker |
| • Explain the rules clearly | • Clearly present the problem |
| • Explain consequences of breaking rules | • Gather information on the worker's perspective |
| • Offer possible solutions | • Engage worker in problem solving |
| • Request compliance | • Help the worker commit to action steps |

© PHI 2017 Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Benefits of Coaching Supervision


- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints

© PHI 2017 Pioneer Network – August 2, 2017



This is a national challenge

- PHI's work to change the landscape



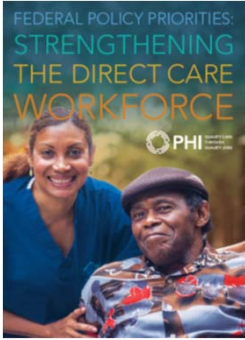

© PHI 2017. All Rights Reserved.
Pioneer Network – August 2, 2017



AMERICA HAS A CAREGIVING CRISIS.

JOIN PHI AS WE LOOK FOR ANSWERS.

60CaregiverIssues.org | [#60CaregiverIssues](https://twitter.com/60CaregiverIssues)



PHInational.org

Federal Priorities: Direct Care Workforce

Three Key Policy Concerns Facing Our Nation

- Economic development:** Eldercare and support services for people with disabilities together employ 32 percent of all health care workers. With 10,000 baby boomers turning 65 every day, we will need 1.1 million new direct care workers by 2024.
- Access to Care:** High rates of direct care worker vacancies and turnover limit access to needed services for older adults and people living with disabilities.
- Quality of Care:** PHI has demonstrated through its research and innovation over the last 25 years, policymakers cannot improve the quality of eldercare and disability services without addressing the poor quality of direct care jobs.


© PHI 2017



Policy Recommendations: Five Areas

- Higher wages and benefits
- Better training standards, competency requirements, and programmatic interventions
- Ongoing, reliable data on this workforce
- Expanding access and promoting cultural competence
- More attention on family caregivers and paid caregiv

© PHI 2017. All Rights Reserved.
Pioneer Network – August 2, 2017



PHInational.org



Susan Misiorski, VP of Coaching and Consulting Services, PHI, smisiorski@phinational.org
Anna Ortigara, Organization Change Consultant, PHI, aortigara@phinational.org

400 East Fordham Road, 11th Floor • Bronx, New York 10458 • www.PHInational.org



© PHI 2017



Recruiting Employees that Share Your Pioneer Values


Susan Misiorski, VP of Coaching and Consulting Services, PHI
 Anna Ortigara, Organization Change Consultant, PHI



© PHI 2017 August 2, 2017



PHI & the Direct Care Workforce




© PHI 2017 Pioneer Network – August 2, 2017

A Little Bit About Us

Quality Care Through Quality Jobs

Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.

25 years, 360-degree perspective




© PHI 2017 Pioneer Network – August 2, 2017

The Passion That Drives Us

The Heart of Quality Care

Caring, committed relationships between direct care workers and the people they care for are at the heart of quality care.

We are driven by the desire to create fundamentally new systems of care that honor that principle.



© PH 2017 Pioneer Network – August 2017

Pioneer Network Values & Principles

- Know each person
- Each person can and does make a difference
- Relationship is the fundamental building block of a transformed culture
- Respond to spirit, as well as mind and body
- Risk taking is a normal part of life
- Put person before task
- All elders are entitled to self-determination wherever they live
- Community is the antidote to institutionalization
- Do unto others as you would have them do unto you
- Promote the growth and development of all
- Shape and use the potential of the environment in all its aspects: physical, organizational, psycho/social/spiritual
- Practice self-examination, searching for new creativity and opportunities for doing better
- Recognize that culture change and transformation are not destinations but a journey, always a work in progress

© PH 2017 Pioneer Network – August 2017

Facts and Trends

Paired Conversations

How do the Pioneer Network Values and Principles inform recruitment and retention of staff?

© PH 2017 Pioneer Network – August 2, 2017

Facts and Trends

Key Facts about the Direct Care Workforce

- **4.5 million** nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating **more new jobs** in our economy than any other single occupation.

© PHH 2017

Pioneer Network – August 2, 2017

Facts and Trends

Key Facts about the Direct Care Workforce

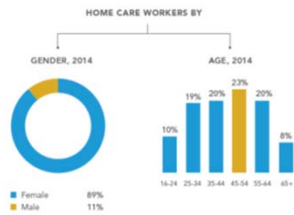
- **4.5 million** nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating **more new jobs** in our economy than any other single occupation.
- The **fastest growth is among home care aides** who provide support in private homes and other community-based settings.
- Home care aides **earn on average \$10 per hour**, with annual incomes averaging \$13,300. Nursing assistants don't do much better, averaging less than \$12 per hour.
- Low wages, insufficient training, and lack of advancement opportunities are leading to a caregiver shortage: **more people are leaving these jobs than entering the field.**

© PHH 2017

Pioneer Network – August 2, 2017

Demographics: Home Care Workers

Gender & Age



© PHH 2017

Pioneer Network – August 2, 2017

Demographics: Home Care Workers

Race, Citizenship Status, & Education

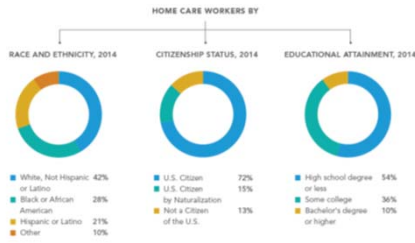


Chart Source: PHI analysis of the American Community Survey, U.S. Census Bureau (2015). 2014 ACS 1-year PUMS. Retrieved from <http://www.census.gov/programs-surveys/acs/data/pums.html>

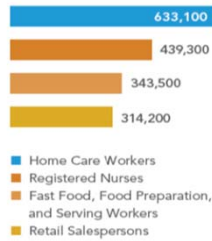
© PHI 2017

Pioneer Network - August 2, 2017

Demographics: Home Care Workers

Future Demand

OCCUPATIONS WITH THE MOST JOB GROWTH 2014 TO 2024

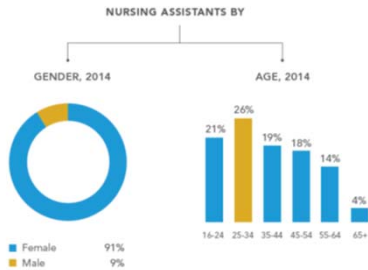


© PHI 2017

Pioneer Network - August 2, 2017

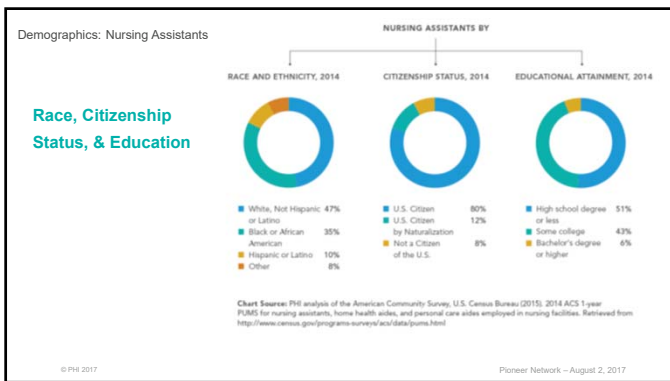
Demographics: Nursing Assistants

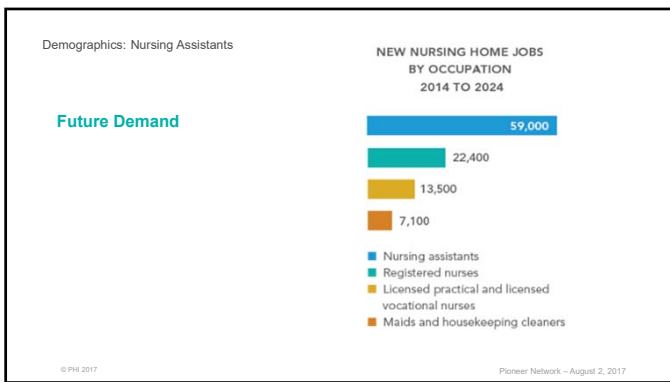
Gender & Age



© PHI 2017

Pioneer Network - August 2, 2017









Recruitment and Retention – Let’s Get Serious

© PHI 2017 America’s Eldercare Workforce • March 22, 2017





Table Conversations

Take one Pioneer Network Value


What are characteristics and attributes would look for in a potential staff member to support this Value

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017

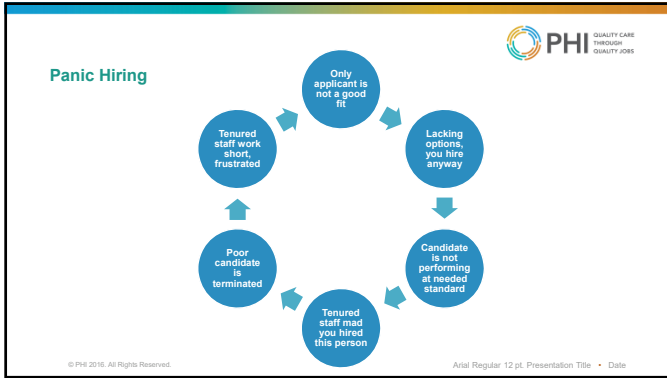
Tips for Recruitment and Retention 

Failure to take time in the recruitment process results in:

- Turnover
- Consumer dissatisfaction
- Low moral
- “Always enough time to do it over,
Never enough time to do it right”



© PHI 2017 America’s Eldercare Workforce • March 22, 2017



Top Drivers of Employee Satisfaction...

Wages and Benefits
 Job Demands (measured by ratio of nursing assistant hours per resident day)
 Feeling respected
 Feeling Valued
 Relationship with Supervisor

<http://gerontologist.oxfordjournals.org/content/49/5/611.long>

PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017


And another thing...

Top Drivers of Nurse Engagement

This organization provides high-quality care and service


PHI QUALITY CARE THROUGH QUALITY JOBS

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017




Quick Wins


- Build involvement/workgroup
- Learn what attracted your staff
- Get curious about why people stay
- Get curious about why people leave
- Build on what works by doing more of it
- Elicit your staff's creativity and stay open to their suggestions



© PHI 2017. All Rights Reserved. Pioneer Network – August 2, 2017



Critical Qualifications



**Hire character.
Train skill.**

© PHI 2016. All Rights Reserved. Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Six Steps to Set the Stage for Success

- 1 Attend Information Session
- 2 Call back as instructed
- 3 Individual interview
- 4 *Drug test
*Criminal background check
- 5 Counselor assessment to determine readiness
- 6 Attend pre-training orientation

© PHI 2017 Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Use Values Based Interview Questions

Typical Interview

- Tell me about why you want to be a DCW
- What hours/shifts are you available?
- What training have you had?
- Do you have a reliable method of transportation?

Values Based Interview

- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

© PHI 2017

Pioneer Network – August 2, 2017



Your Turn - Interview Time

- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

© PHI 2017. All Rights Reserved.

Pioneer Network – August 2, 2017

Involve Everyone!!

- Give all staff recruiting business cards that they can put their name on.
- If you hire someone that brings in that employee's business card, they get a bonus or gift card.



Peer to Peer Interviews

- Train representatives from each department to conduct peer interviews
- Peer recommendation, plus department head/HR approval = job offer



Train resident representatives to participate in interview process - may or may not be part of resident council functions



- Invest time in developing relationships with high school, vo-tech and college placement offices, recruiters and workforce development centers.
- Be active at industry conferences where you can attract candidates.
- Watch the online job boards for potential candidates who may have resumes online even if they're not currently looking.
- Use professional association websites and magazines to advertise for professional staff.
- Offer internships to college bound students, and clinical experiences to students
- Linked In, Indeed.com etc.

Tips for Recruitment and Retention

Onboarding for Success

- Peer Mentoring critical for first 90 days
- Ensure orientation is person centered and reflects your organization's values
- Give frequent feedback
- Avoid "throwing the employee in" at all costs



© PHH 2017

Pioneer Network - August 2, 2017

Peer Mentoring: Compensation, Opportunity and Support



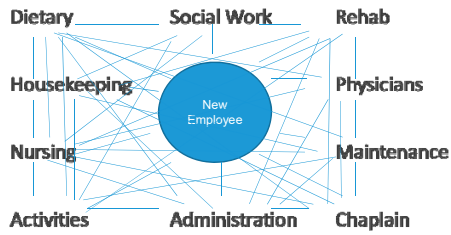
Paired discussion

What do new staff tell you about their experience of being new?

Types of Issues Mentees Presented to Mentors:

- Working relationships
- Relieving Stress/Burnout
- Care
- Working Conditions
- Communication

http://phinational.org/sites/phinational.org/files/clearinghouse/WA_Preliminary_Peer_Mentor_Program_Analysis.pdf




- New employee is paired with experienced mentor
- Mentor builds immediate and ongoing relationship
- Provides support, guidance, and sense of safety
- Improves retention by as much as 50%

| DO | DON'T |
|---|---|
| ✓ Openly post position | x Hand pick mentors |
| ✓ Provide mentor training | x Assume experience is adequate prep for role |
| ✓ Provide mentors support | x Underestimate program supports |
| ✓ Give pay increase | x Expect to "do more for same pay" |
| ✓ Mentor on assignment employee will have | x Teach employee on mentor's assignment |

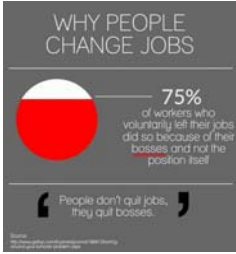
Specialty Positions – Opportunities for Career Advancement

- Memory Support Specialist
- Palliative Care Specialist
- Restorative aide
- Peer Mentors
- Other Opportunities for Advancement – Blended Roles in Households



Tips for Recruitment and Retention

The Role of Supervisors in Recruitment and Retention



WHY PEOPLE CHANGE JOBS

75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself

“ People don't quit jobs, they quit bosses. ”

© PH 2017 Pioneer Network – August 2, 2017

Tips for Recruitment and Retention

Coaching Supervision

- The **PHI Coaching Approach to Supervision®** is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills
 - i.e., the ability to *Think Critically, Prioritize, Make Decisions, Problem Solve and Communicate Effectively*

© PHI 2017

Pioneer Network - August 2, 2017

Tips for Recruitment and Retention

Traditional vs. Coaching Supervision

Traditional

- Identify the issue to be addressed
- Explain the rules clearly
- Explain consequences of breaking rules
- Offer possible solutions
- Request compliance

Coaching

- Establish relationship with the worker
- Clearly present the problem
- Gather information on the worker's perspective
- Engage worker in problem solving
- Help the worker commit to action steps

© PHI 2017

Pioneer Network - August 2, 2017

Tips for Recruitment and Retention

Benefits of Coaching Supervision

- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints


© PHI 2017

Pioneer Network - August 2, 2017



This is a national challenge

- PHI's work to change the landscape




© PHI 2017. All Rights Reserved. Pioneer Network - August 2, 2017




AMERICA HAS A CAREGIVING CRISIS.
JOIN PHI AS WE LOOK FOR ANSWERS.

60CaregiverIssues.org | [#60CaregiverIssues](https://twitter.com/60CaregiverIssues)



**FEDERAL POLICY PRIORITIES:
STRENGTHENING
THE DIRECT CARE
WORKFORCE**



PHInational.org

Federal Priorities: Direct Care Workforce

Three Key Policy Concerns Facing Our Nation

- **Economic development:** Eldercare and support services for people with disabilities together employ 32 percent of all health care workers. With 10,000 baby boomers turning 65 every day, we will need 1.1 million new direct care workers by 2024.
- **Access to Care:** High rates of direct care worker vacancies and turnover limit access to needed services for older adults and people living with disabilities.
- **Quality of Care:** PHI has demonstrated through its research and innovation over the last 25 years, policymakers cannot improve the quality of eldercare and disability services without addressing the poor quality of direct care jobs.

© PHI 2017



Policy Recommendations: Five Areas

- Higher wages and benefits
- Better training standards, competency requirements, and programmatic interventions
- Ongoing, reliable data on this workforce
- Expanding access and promoting cultural competence
- More attention on family caregivers and paid caregiv

© PHI 2017. All Rights Reserved.

Pioneer Network – August 2, 2017



PHInational.org



Susan Misiorski, VP of Coaching and Consulting Services, PHI, smiorski@phinational.org
Anna Ortigara, Organization Change Consultant, PHI, aortigara@phinational.org

400 East Fordham Road, 11th Floor • Bronx, New York 10458 • www.PHInational.org



© PHI 2017

Sample Job Interview Questions: Values Based Hiring

These questions are intended to be customized based upon the unique employment experiences of the applicant. The goal is to ask questions that help the interviewer learn about the person's character, their values, and how this influences their behavior in a variety of situations.

1. Please tell me/us about yourself.
2. Why do you want to work in this field?
3. What made you decide to apply for this job?
4. Describe an event or experience in your life that has led you to care about elders.
5. Describe the kind of work environment you prefer.
6. How would you describe professionalism? Describe a situation in the past where you exhibited professionalism in your work.
7. Tell me about a time when you worked as a team with others at work.
8. Give an example of how you managed an unhappy customer.
9. Describe a situation where you demonstrated the importance of safety in your job.
10. How do people who have worked with you before describe you?
11. What qualities are important to you for you to be happy in your job?
12. Give me an example of a time when you were particularly compassionate about a resident's/customer's feeling and needs.
13. Tell me about a time when you had to use coping strategies to stay calm in a challenging situation.
14. Tell me about a time when you disagreed with a co-worker or supervisor's opinion. How did you handle it?
15. Tell me about a difficult situation you've encountered at work that you managed successfully.
16. Please give an example of a situation where you've spoken up because you had concerns.
17. Describe your best/worse boss.