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Lead

Nuts and Bolts of Virtual Interviewing

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Association of
American Medical Colleges

Panelists

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Agenda

- Background
- Setting up Virtual Interviews
- Preparing Applicants
- Preparing Interviewers
- Resources
- Question & Answer

Goals for interviews

Valid, Job-related

Fair

Reliable

Legally
sound

Standardized

Humanizing

How do virtual interviews compare to in-person?

Same

- Two-way interaction
- Questions and scoring rubric
- Standardization in questions and evaluation
- Scheduling based on applicant and interviewer shared availability

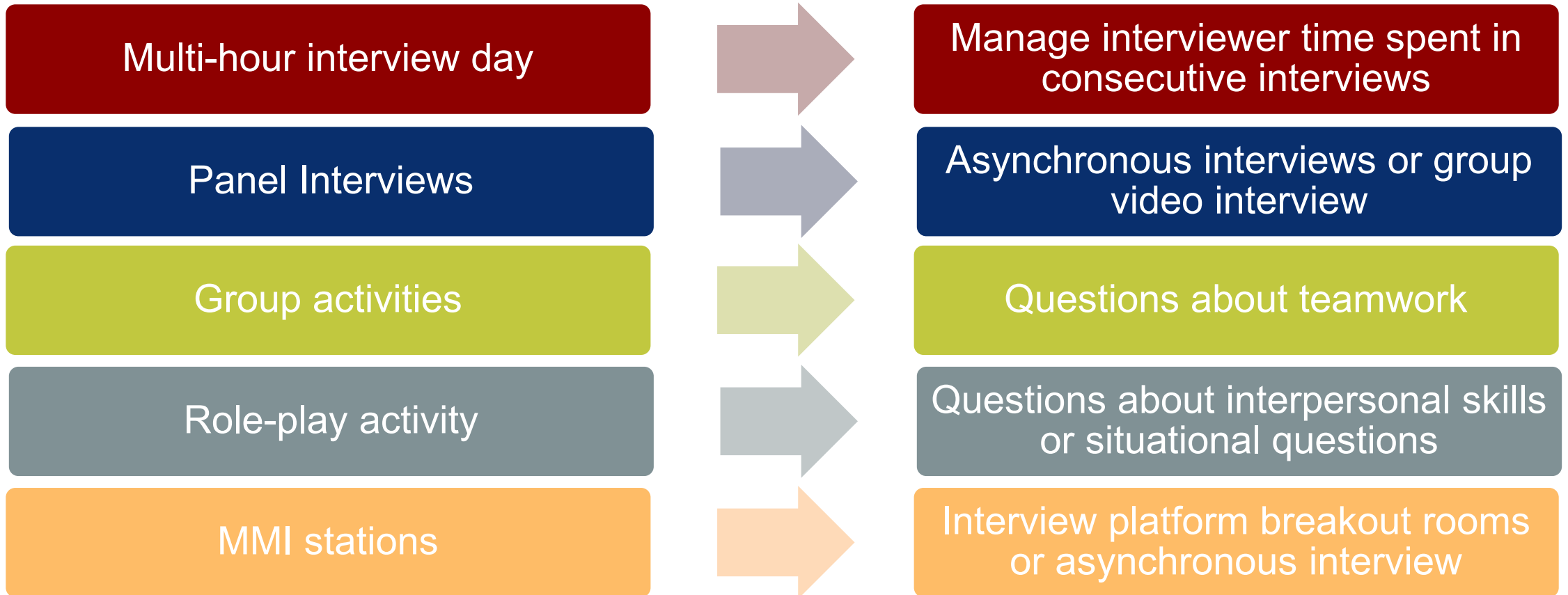
Different

- Applicants and interviewers require a device with:
 - Internet access
 - Web camera
 - Microphone
 - Interview software or app
- Eliminates travel for in-person interviews
- Less positive applicant reactions

Setting Up Virtual Interviews

Modifying the interview process

Most interview questions will be equally effective, but some elements of the interview process may not be as conducive to the virtual format.



Scheduling and coordination considerations

Scheduling

- Account for different time zones across applicants
- Allow 15 mins of buffer time between back-to-back interviews

Coordinating

- Keep your virtual interview process simple. Applicants and interviewers have varying tech savviness
- Provide guidance to interviewers for selecting the interview location
- Decide which panel interviewers will ask each question and their order when asking follow up questions

Choosing a platform

- ✓ Cost
- ✓ Security and privacy
- ✓ Functionality and features
- ✓ Accessibility
- ✓ Technical support
- ✓ Customizability
- ✓ Integration capabilities

Optimizing use of your platform

There are many cool functions and features across platforms.

- Scheduling
- Waiting rooms
- Breakout rooms
- File-sharing
- Chat functionality
- Virtual backgrounds
- Recording capability



How does each functionality or feature help you achieve the goals of your interview?

- Reliability
- Validity
- Fairness
- Applicant reactions

Adapting supporting materials

Information for Applicants

- Acknowledge unusual circumstances
- Detail the new process
- Set expectations
- Required forms

Interviewer Script

- Acknowledge unusual circumstances
- Thank the applicant for their flexibility

Interview Schedule

- Day/time
- Applicant name
- Applicant contact information (email, phone)
- Log-in & call-in information

Interview Platform Instructions

- Detailed instructions for using the platform
- FAQs
- Technical support info

Interview Materials

- Questions
- Scoring criteria
- Documentation instructions

How do you protect the virtual interview process from cheating?

Virtual interviews are less secure than in-person interviews.

- Establish and communicate ground rules
 - Complete your own interview
 - *Another person cannot impersonate you for the interview*
 - Complete the interview in private
 - *Not in the presence of others*
 - Present your own responses
 - *You may not present another person's responses as your own or receive assistance from others during the interview*
 - Interview questions cannot be shared
 - *You may not provide assistance to others during their interviews*
- Manage your interview content
 - Be prepared to swap out questions you suspect are compromised
 - Create multiple forms of your interview, if possible

Learning from your Colleagues

Setting up the Interview

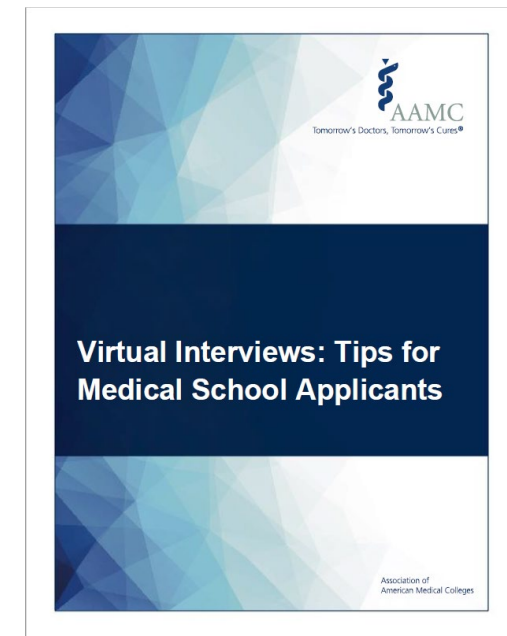
- *Linda Berardi-Demo, Coordinating Virtual Interviews*
- *Lisa Ellenbogen, Planning for Virtual MMIs*
- *Kate Dayton, Selecting and Using an Interview Platform*

Preparing Applicants

Set clear expectations

- ❑ Interview process
 - Scheduling
 - Length
 - Interview platform – instructions and requirements
- ❑ Interview preparation
 - What competencies or types of questions
 - How to prepare – school resources, AAMC resources
 - Opportunities to practice on the interview platform
- ❑ Confidentiality and security
 - What information can and cannot be shared
 - What behavior is and is not permitted
 - Consequences for breaching confidentiality
- ❑ Dress code
- ❑ Location

Acknowledge the unusual and challenging circumstances.



Consider challenging circumstances

We are all working under different circumstances.

- Varied control over interview location
 - Limited privacy
 - Different settings and backgrounds
- Varied internet access
 - Unstable or unreliable internet
- Varied access to technology
 - No webcam
 - No computer
- Varied savviness with technology
- Varied degree of adversity faced

Learning from your Colleagues

Preparing Applicants

- *Valerie Parkas, Ensuring Equity across Applicants*
- *Lisa Ellenbogen, Preparing for a Virtual MMI*

Preparing Interviewers

Preparing interviewers

Schedule

Technology
and Platform
Support

Interview
Protocol

Introductory
Script

Interview
Questions

Evaluation
Criteria

Applicant
Information

Technology and platform support

Prepare

- Provide a tutorial or customized training
- Encourage practice with the platform prior to interview day
- Perform a dry run with interviewers
- Share FAQs and tech support contact info

Setup

- Identify a suitable location
- Consider the setup and position of technology
- Recommend testing the technology just before the interview
- Provide log-in information and navigation instructions

Then, plan for the unexpected (disruptions, tech malfunctions, etc.)

Planning for the unexpected

Possible disruptions

- Call drops
- Computer malfunctions
- Internet fails (outage, thunderstorm)
- Laptop battery dies
- Interruptions (children, dogs, roommates)
- Incoming calls, emails, messages

Proactive planning

- Acknowledge that unexpected interruptions may occur on either side due to circumstances
- Establish a back-up plan if a technical issue cannot be resolved quickly
- Provide applicant contact info for re-connecting via phone
- Keep your computer plugged in or an outlet nearby
- Mute your microphone when you're not speaking
- Turn off email or other message notifications
- Silence your personal phone, if possible

Preparing to conduct the interview

Recommend interviewers review all interview materials in advance.

- ✓ Interview protocol
- ✓ Introductory script
- ✓ Interview questions
- ✓ Application materials typically provided
- ✓ Scoring rubric or evaluation criteria
- ✓ Documentation instructions

Remind interviewers of questions that inappropriate and off-limits

Require interviewers to complete unconscious bias training

Unconscious bias training

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.

The AAMC provides resources and trainings to assist these institutions to meet their goals around addressing unconscious biases.

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

Webinar:

*Mitigating
Unconscious
Bias in Virtual
Medical School
Interviews*

Coming in July!

Creating a comfortable atmosphere

Discuss with interviewers how to humanize the interview experience while ensuring a fair interview process for all applicants.

- Welcome the applicant
- Acknowledge unusual circumstances
- Set clear expectations
- Be mindful, stay focused
- Follow the interview protocol
- Do not ask inappropriate questions prohibited by law

Evaluating applicants

- Apply scoring rubric or criteria consistently to evaluate applicants' interviews
- Do not consider factors outside of the applicant's control
 - Audio/video quality
 - Technology issues that may occur
 - Setting/background of location
 - Unexpected or uncontrolled interruptions
- Take steps to mitigate unconscious bias from influencing your evaluation of applicant interviews
 - *AAMC webinar: Mitigating Unconscious Bias in Virtual Medical School Interviews*

Interviewer checklist

Ready...

- Identify a suitable environment
- Practice using the technology
- Review the interview protocol and materials (questions, scoring)
- Complete unconscious bias training

Set...

- Scan your room
- Setup your interview space
- Minimize technology-driven distractions or interruptions

Go!

- Create a comfortable atmosphere
- Follow the interview protocol to ensure a fair process for all applicants
- Document your evaluations

Learning from your Colleagues

Preparing Interviewers

- *Kate Dayton, Humanizing the Virtual Interview*
- *Linda Berardi-Demo, Preparing Interviewers for the Virtual Platform*
- *Valerie Parkas, Evaluating Applicants Fairly*

Key Takeaways

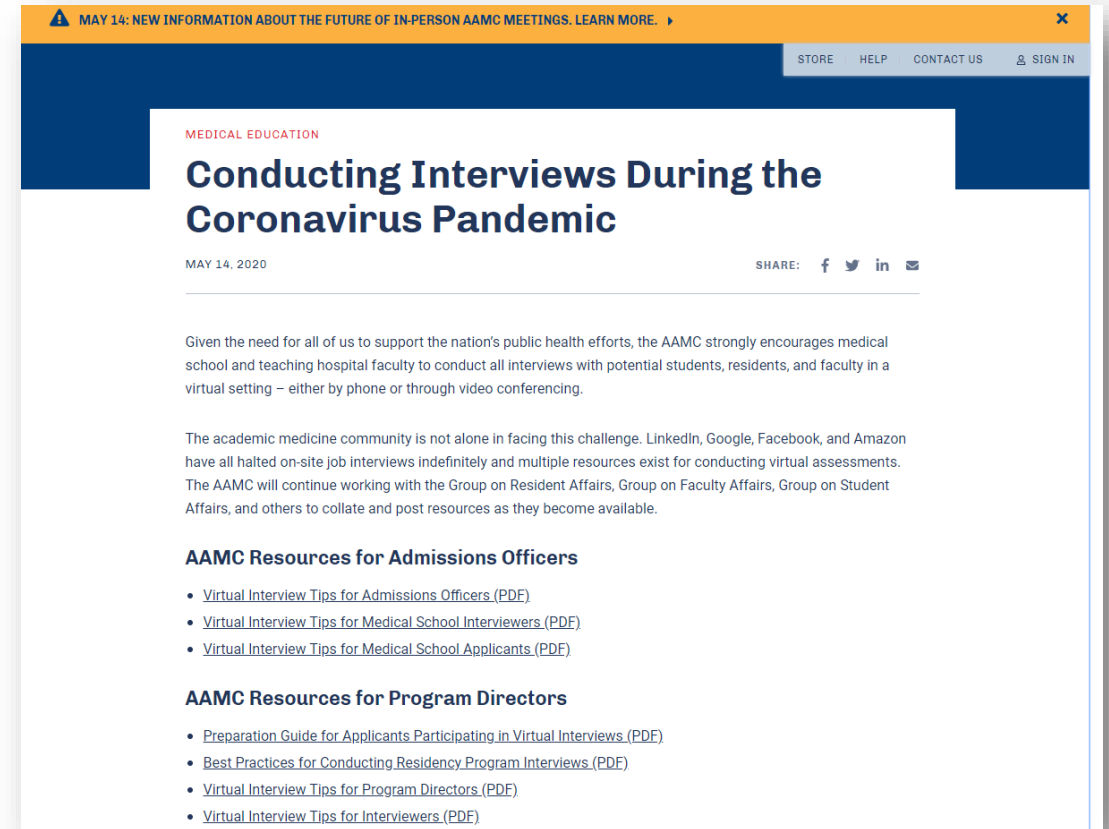
- Validity, reliability, fairness, and applicant reactions are critical to successful interviews.
- Virtual interviews demand thoughtful planning to humanize the interview experience.
- Setting clear expectations and creating a comfortable atmosphere can improve applicant reactions.
- Guidance and support related to technology, location, and the interview process will help interviewers conduct smooth and successful interviews.

AAMC Virtual Interview Resources

AAMC Virtual Interview Guidance

Online resources available for conducting virtual interviews, including webinars:

- *Creating a Positive Virtual Interview Experience*
 - Admissions interviewers
- *Mitigating Unconscious Bias in Virtual Medical School Interviews*
 - Admissions interviewers and officers
- *Prep for Success in your Virtual Interview*
 - Applicants, Pre-health advisors



The screenshot shows a webpage from the AAMC Medical Education section. The page title is "Conducting Interviews During the Coronavirus Pandemic" and it is dated May 14, 2020. The page contains a notice encouraging medical schools to conduct interviews virtually, a statement of support from the academic medicine community, and lists of resources for admissions officers and program directors.

MAY 14: NEW INFORMATION ABOUT THE FUTURE OF IN-PERSON AAMC MEETINGS. LEARN MORE. ▶

STORE HELP CONTACT US SIGN IN

MEDICAL EDUCATION

Conducting Interviews During the Coronavirus Pandemic

MAY 14, 2020

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Given the need for all of us to support the nation's public health efforts, the AAMC strongly encourages medical school and teaching hospital faculty to conduct all interviews with potential students, residents, and faculty in a virtual setting – either by phone or through video conferencing.

The academic medicine community is not alone in facing this challenge. LinkedIn, Google, Facebook, and Amazon have all halted on-site job interviews indefinitely and multiple resources exist for conducting virtual assessments. The AAMC will continue working with the Group on Resident Affairs, Group on Faculty Affairs, Group on Student Affairs, and others to collate and post resources as they become available.

AAMC Resources for Admissions Officers

- [Virtual Interview Tips for Admissions Officers \(PDF\)](#)
- [Virtual Interview Tips for Medical School Interviewers \(PDF\)](#)
- [Virtual Interview Tips for Medical School Applicants \(PDF\)](#)

AAMC Resources for Program Directors

- [Preparation Guide for Applicants Participating in Virtual Interviews \(PDF\)](#)
- [Best Practices for Conducting Residency Program Interviews \(PDF\)](#)
- [Virtual Interview Tips for Program Directors \(PDF\)](#)
- [Virtual Interview Tips for Interviewers \(PDF\)](#)

Peer-Reviewed Articles Published in Medical Journals About Virtual Interviewing

- Daram SR, Wu R, Tang SJ. Interview from anywhere: feasibility and utility of web-based videoconference interviews in the gastroenterology fellowship selection process. *Am J Gastroenterol*. 2014;109(2):155-159.
- Edge L, Miller C, Kiefer J, Oram D. Using Skype as an alternative for residency selection interviews. *J Grad Med Educ*. 2013;5(3):503-505.
- Pasadhika S, Altenbernd T, Ober RR, Harvey EM, Miller JM. Residency interview video conferencing. *Ophthalmology*. 2014;119(2):426-426.e5.
- Pourmand A, Lee H, Fair M, Maloney K, Caggiula A. Feasibility and usability of tele-interview for medical residency interview. *West J Emerg Med*. 2018;19(1):80-86.
- Shah SK, Arora S, Skipper B, Kalishman S, Timm TC, Smith AY. Randomized evaluation of a web based interview process for urology resident selection. *J Urol*. 2012;187(4):1380-1384.
- Stephenson-Famy A, Houmard BS, Oberoi S, Manyak A, Chiang S, Kim S. Use of the interview in resident candidate selection: a review of the literature. *J Grad Med Educ*. 2015;7(4):539-548.
- Vadi MG, Malkin MR, Lenar J, et al. Comparison of web-based and face-to-face interviews for application to an anesthesiology training program: a pilot study. *Int J Med Educ*. 2016;7:102-108.
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Q&A