

Job Analysis, Recruitment and Interviewing Strategies

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Based on my personal interest, I chose to analyze the BridgeSPAN Coordinator position at SAFEHOME. Throughout this paper, I will refer to both the “BridgeSPAN program” and the “Healthcare Advocacy Program”. The SPAN in BridgeSPAN stands for Safe Patient Advocacy Network, and this program is a collaboration between the six Kansas City metropolitan area domestic violence shelters. SAFEHOME staff did not feel that the name “BridgeSPAN” conveyed the meaning of the program, so they named their portion of the program the “Healthcare Advocacy Program”. In this paper, I will describe the BridgeSPAN program and analyze the BridgeSPAN Coordinator position at SAFEHOME. Based on my analysis and suggestions from the literature, I will suggest specific methods that SAFEHOME could use to promote agency diversity in their recruitment and hiring processes. [Good intro.](#)

Each of the six domestic violence shelters in the Kansas City metropolitan area has a BridgeSPAN Coordinator that works with the hospitals in each shelter’s geographic area. SAFEHOME’s Healthcare Advocacy Program has two overarching (but unwritten) goals: to improve and stabilize Johnson County hospitals’ responses to domestic violence; and to ensure that victims of domestic violence detected in the hospitals have knowledge of and access to SAFEHOME’s services. These goals reflect those of the BridgeSPAN programs in the other shelters, with each shelter focusing on its specific geographic area and corresponding hospitals.

[Good.](#)

Job Analysis

To understand the BridgeSPAN Coordinator position from multiple perspectives, I interviewed the current BridgeSPAN Coordinator, Kimberly Paul, and her immediate supervisor, SAFEHOME’s Clinical Director. In addition, I used the agency’s organizational chart, a

BridgeSPAN Coordinator job description, and my understanding of the agency's organizational climate and practices to understand the context of the job. [Good.](#)

The BridgeSPAN Coordinator is a direct service position in that it involves working with victims of domestic violence and members of the healthcare community. The Coordinator's office is located in SAFEHOME's Administrative office, so she mostly interacts with administrative, rather than other direct service, staff. Of Taylor and Giannantonio's (1993) four types, SAFEHOME's management style mostly closely resembles an academy in that they often hire from within the agency and people move to higher positions over time. Ms. Paul was a Hotline Advocate before taking her current position as the BridgeSPAN Coordinator. SAFEHOME's organizational climate is characterized by a team environment where most of the employees are satisfied with their jobs and their relationships with coworkers. [Good.](#)

The BridgeSPAN Coordinator is one of two staff that run SAFEHOME's Healthcare Advocacy Program. The other staff person is the BridgeSPAN Advocate, who is supervised by the BridgeSPAN Coordinator. The only other staff person that is directly involved with the program is Ms. Paul's immediate supervisor, the Clinical Director (see Appendix: SAFEHOME Organizational Chart). It is difficult to determine how culture, ethnicity, and gender played a role in this analysis because I and the two staff people I interviewed share the same general culture, ethnicity, and gender (we are all white females that grew up in the Kansas City area). The homogeneity between us could be considered both a strength and a limitation of the process. Most likely, it lent some level of ease to the job analysis process, but it was difficult to detect. On the other hand, my questions related to diversity were not answered thoroughly because the two staff seemed to have not put much thought into the matter. [Good. Did you have any thoughts about what is needed to reflect diversity?](#)

The main challenge of this analysis was the discrepancy between the job description and the results of the job analysis. I used what I thought was an updated job description to assist me in forming questions for the job analysis interviews, but during the analysis I realized that the questions did not cover all of the tasks and knowledge involved in the job. [Interesting.](#) I found out from the Clinical Director that SAFEHOME had a more updated job description for the position. By using Kettner's (2002) eight sections of a job analysis, I was able to more thoroughly probe for information and reveal elements of the job that were unexpected based on my knowledge from the outdated job description. [Good.](#)

Job Description and Expectations

As stated above, each domestic violence shelter in the Kansas City metropolitan area has a BridgeSPAN Coordinator who works with the hospitals in that shelter's area. Each of the five hospitals in Johnson County has a Domestic Violence Task Force; SAFEHOME's BridgeSPAN Coordinator is a participating member of each. The Task Forces use a checklist tool to rate each hospital's policies and procedures in terms of how the institution responds to domestic violence. This tool is called the Delphi Instrument, and it was created by the Agency for Healthcare Research and Quality (Family Violence Prevention Fund, n.d.). Each task force meets on a monthly basis, and the participants normally include the BridgeSPAN Coordinator, the BridgeSPAN Advocate, the head of the Emergency Room, the hospital chaplain, a doctor, a hospital police officer, and other hospital officials. [Good.](#)

Ms. Paul stated that preparing for and participating in the five monthly task force meetings is a substantial part of her job on a regular basis. The tasks of this duty include preparing notes and presentations for the task force meetings, and compiling packets of brochures about SAFEHOME's services and bringing them to every meeting. Because she is

considered the authority on domestic violence at the meetings, the BridgeSPAN Coordinator must have a thorough understanding of domestic violence, the laws related to mandated reporting of domestic violence cases, as well as basic knowledge of patient privacy laws. For this duty, the BridgeSPAN Coordinator must be able to work with a diverse group of people in a team setting, and set and meet goals related to the Delphi Instrument ratings. [Good.](#)

Another significant part of the BridgeSPAN Coordinator's job involves training hospital employees and other healthcare professionals about domestic violence issues. Ms. Paul currently provides domestic violence trainings at the monthly new employee orientations at a few hospitals. One of her program goals is to integrate the domestic violence training into the rest of the hospitals' new employee orientations so that all new hospital staff will have knowledge of domestic violence issues. Because victims of domestic violence are often socially isolated, medical professionals are an important possible point of contact. However, many hospitals do not routinely screen their patients for domestic violence, so they may not recognize most cases of domestic violence. The trainings provided by the BridgeSPAN Coordinator teach healthcare professionals about domestic violence, the importance of screening, and how to screen for domestic violence. [Good.](#)

In addition to new employee orientations, SAFEHOME's two BridgeSPAN staff provide trainings to other groups of hospital employees, staff at clinics, and in medical or nursing classes upon request. The two BridgeSPAN staff are also in the process of creating culture-specific domestic violence trainings which would help healthcare professionals provide culturally appropriate services to victims of domestic violence. With the hospital trainings, the BridgeSPAN Coordinator must be proactive in contacting the hospitals and arranging trainings because hospitals rarely "cold-call" SAFEHOME to receive training services. For these tasks,

the BridgeSPAN Coordinator must have an extensive knowledge of domestic violence and feel comfortable with public speaking and relationship building. [Good.](#)

The third important component of the BridgeSPAN Coordinator position involves directly providing advocacy to victims of domestic violence. When a victim of domestic violence reveals her or his situation to a hospital professional (either through the screening process or spontaneously), the professional offers to have a SAFEHOME Advocate come to the hospital and tell the victim about the services available. If the victim agrees to see a SAFEHOME Advocate, the healthcare professional calls the SAFEHOME hotline and the hotline staff call whoever is on-call at that time. During the daytime, either the BridgeSPAN Coordinator or the BridgeSPAN Advocate is on-call; during the nighttime and on weekends, a volunteer Hospital Advocate is on-call. Someone is on-call 24 hours a day, all year round. This duty requires the BridgeSPAN Coordinator to know crisis intervention techniques, feel comfortable working in the hospital environment, have a driver's license and access to a car, and be prepared to see a variety of injuries.

The other consistent duties and tasks of the BridgeSPAN Coordinator position are related to program support. The BridgeSPAN Coordinator has weekly supervision meetings with her immediate supervisor. The BridgeSPAN Coordinator supervises and evaluates the BridgeSPAN Advocate, and they too have weekly supervision meetings. The BridgeSPAN Coordinators from each of the six domestic violence shelters have a monthly meeting to coordinate the program and set and meet goals for the program. Ms. Paul also participates in relevant SAFEHOME meetings and keeps track of program statistics. Every six months, Ms. Paul writes a report on the program's accomplishments for the primary source of program funding, the Prime Health Foundation. [Good overview of the job duties & description.](#)

Recruitment Strategies

When Ms. Paul came to the BridgeSPAN Coordinator position, the job duties were very vague because the BridgeSPAN program was relatively new. During the job analysis, she mentioned that she wrote the current job description because the one that she received when she was hired was significantly different from the actual work she was doing. SAFEHOME's current staff recruitment method mainly consists of posting the job opening on the Council on Philanthropy's website (kcphilnet.org), and posting the opening in-house. More recently, SAFEHOME has begun posting job openings in the Kansas City Call and Dos Mundos newspapers in an effort to bring in a more diverse pool of applicants. [Good.](#)

Although SAFEHOME writes "equal opportunity employer" in its job postings and the staff express the desire to create a more diverse staff body, the agency lacks actual methods to recruit a diverse applicant pool. [Good observation.](#) Kettner notes many ways that an agency can recruit and hire a wider variety of people (2002). Instead of requiring a certain degree, for example, agencies can also accept applicants who have equivalent, relevant experience (2002). SAFEHOME's updated BridgeSPAN Coordinator job description contains this equivalency language. Kettner also suggests that agencies post job openings in a wide variety of places such as ethnic newspapers, community organizations, and so on (2002); SAFEHOME clearly needs to diversify its recruiting strategy to inform a wide variety of people about job openings. Another method of creating a more diverse staff body is providing training in the cases where applicants lack certain education or experience but seem "otherwise perfect" for the position. This training would be available to all new hires that need it, not just people from a certain background. [Good ideas!](#)

Interviewing Strategies

Kettner suggests many methods for avoiding discrimination, implementing fair and just interview and hiring practices, and promoting a diverse workplace (2002). By having more than one staff person involved in the interviews, the interview results are less likely to be based on subjective feelings about the applicant because each interviewer has a different perspective. The interviews that I have seen at SAFEHOME have involved multiple staff, but I am not sure that it is an agency-wide interview policy. SAFEHOME's practices are also in line with Kettner's recommendations about asking every applicant the same questions and avoiding discriminatory questions (2002). One possible exception is when a SAFEHOME position must be filled by a woman because of the nature of the client contact. [Good.](#)

Although Kettner covered gender discrimination under the human resources laws, it was unclear how an agency with specific gender requirements avoids ethical and legal issues. The SAFEHOME job descriptions I read for this paper did not specifically mention gender, but I do not think SAFEHOME would hire a man for certain direct service positions, such as the BridgeSPAN Coordinator, because the vast majority of our clients are women and most would feel very uncomfortable receiving services from a male employee.

In a hypothetical interview process for the BridgeSPAN Coordinator position, at least two staff, the Clinical Director and another management or direct service staff, would be involved in each interview. Before starting the interview process, the staff will meet to discuss the interview questions and process, and specifically address ways to avoid discrimination and promote staff diversity. The interview would take place at the Administrative Office because it is easily accessible from various parts of the Kansas City area due to its location. The

Administrative Office has a small meeting room with a door that masks sound; this is where the interviews would take place. The two staff will interview each candidate one-at-a-time, and rate her answers to the questions and her resume based on a scale like the one shown in Kettner's book (2002). After each interview, the two staff will meet to discuss the candidate's relevant education and experience and compare ratings. By basing the hiring decision on the ratings from the scales, the staff are less likely to base their choice on who seemed the nicest or whose interview was most salient in their minds for whatever reason. [Good.](#)

Based on my discussions with the BridgeSPAN Coordinator and the Clinical Director, the following are a sample list of the kinds of questions that could be asked during an interview. These questions are based on the results of the job analysis described above.

1. Please explain what interests you about the program.
2. What things do you think you offer to the program?
3. Scenario: You are meeting with a client who was repeatedly strangled. The ER physician comes in to examine the patient. He asks her, "Why didn't you just get up and leave?" The patient is visibly shaken by this question. What would you do in this situation?
4. You are in an ER one afternoon and the director of the ER, Dr. Smith, starts complaining to you about the women at SAFEHOME seeking out non-emergency medical care in the ER. He is frustrated and angry by this. How would you respond?
5. You are doing a training for nurses who work in Women's Health. After the training is over, they tell you that they do not feel comfortable asking the 2 direct questions about domestic violence that were outlined for them in the training. They feel their patients would be offended. How would you respond?

6. Explain your comfort level working in an environment where you have to take the initiative to get to know people.
7. How do you maintain a life/work balance? What are some of your hobbies?
8. Explain a time in your career or at school that you accomplished something you were proud of.
9. Describe what you would like from your manager.
10. How do you feel about working independently?
11. In the past, have you dealt with a difficult person? How did you overcome those difficulties?
12. How do you feel about public speaking? [Good sample of questions!](#)

Conclusion

In this analysis, I researched the BridgeSPAN Coordinator position at SAFEHOME. In order to conduct my analysis, I interviewed the current BridgeSPAN Coordinator and the Clinical director, and I studied relevant agency documents. The job analysis process was relatively simple, although time-consuming, because I was able to interview a person who has held the BridgeSPAN Coordinator position for a quite some time. If the position had been vacant, the job analysis process would have been much more difficult because I would have had to facilitate a brainstorming session with several staff to understand all of the duties, tasks, knowledge, and skills involved in the BridgeSPAN Coordinator position. After conducting this analysis, I understand how many agencies are deterred by the amount of time it takes to thoroughly analyze a job. I also understand how important the results of a job analysis can be in avoiding discrimination in the hiring process, promoting staff diversity, and contributing to staff morale. [Good.](#)

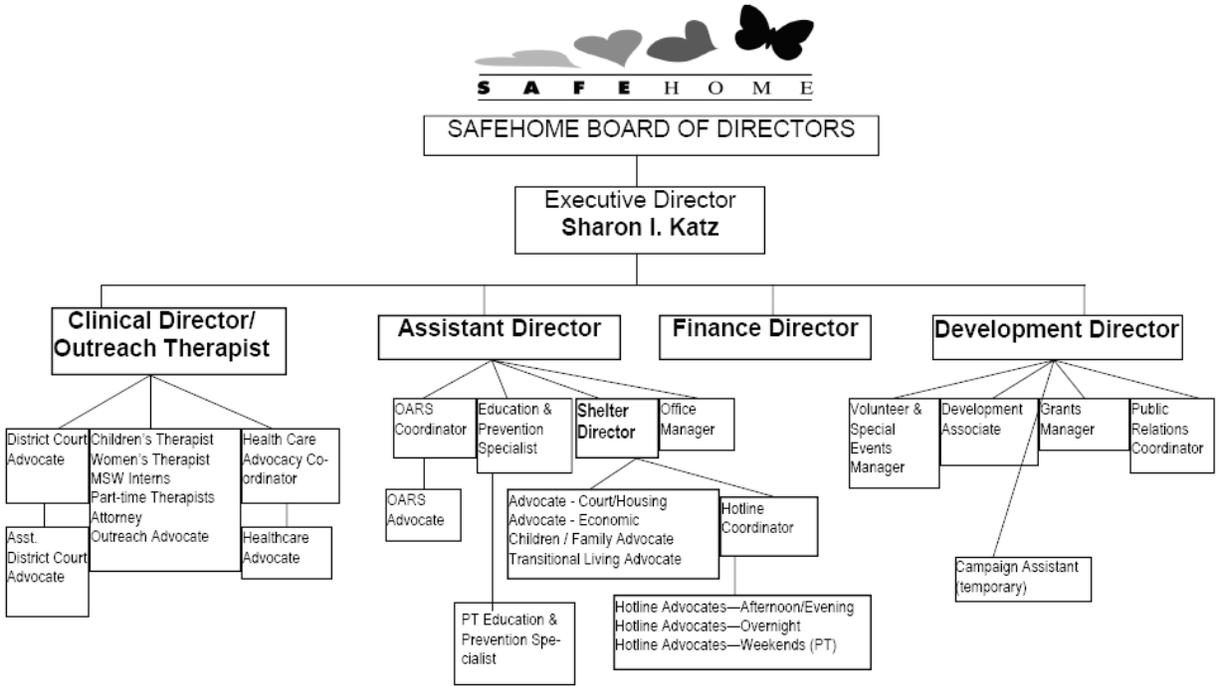
The exercise of planning a hypothetical recruiting, interviewing, and hiring process will certainly help me in my future career. The hiring process seemed very daunting to me in the past because picking the “right person” seemed very subjective. Although there is still significant subjectivity involved in the hiring process, I now understand ways to minimize it. These practices directly relate to our past readings (and future readings) about workplace diversity issues because they offer concrete steps that can be used to promote diversity. With each reading assignment about workplace diversity, I feel like I gain a better understanding of how an agency might build a diversity orientation. [Excellent.](#)

References

- Family Violence Prevention Fund. (n.d.). Delphi Instrument for hospital-based domestic violence programs. Retrieved February 26, 2006, from <http://www.endabuse.org/programs/printable/display.php3?DocID=265>
- Kettner, P. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn and Bacon.
- Taylor, M. S., & Giannantonio, C. M. (1993). Forming, adapting, and terminating the employment relationship: A review of the literature from individual, organizational, & interactionist perspectives. *Journal of Management*, 19(2), 461-515.

You did an outstanding job on this assignment. You covered all of the components and provided an interesting glimpse into your agency and their recruitment and hiring practices. You also had some keen observations, specifically about how to improve the agency's commitment to diversity. And throughout it all, you seemed to learn a great deal. Great job! Grade = 100

Appendix: SAFEHOME Organizational Chart



Management Staff are noted in bold.