



APPENDIX B — THE PHYSICIAN INTERVIEW TOOLKIT

Structured Questions, Evaluation Rubrics, and Behavioral Guides for High-Quality Selection

Selecting the right physician requires structure, clarity, consistency, and behavioral insight.

This toolkit equips leaders, recruiters, and interview teams with:

- Standardized interview questions
- Behavioral and competency-based prompts
- Red-flag detection tools
- Scoring rubrics
- Interviewer guidance
- Cultural fit assessments
- Post-interview evaluation forms

This creates a fair, efficient, and aligned interview process and helps identify the physicians who will thrive in your culture long-term.

SECTION 1 — INTERVIEW PREPARATION CHECKLIST

Before interviewing a physician, ensure the following are ready:

✓ Internal preparation

- ☐ Interview team aligned
- ☐ Candidate CV and recruiter summary distributed
- ☐ Interview agenda finalized
- ☐ Defined roles for each interviewer
- ☐ Key concerns or red flags noted



☐ Clear expectations for what “fit” looks like

☐ Compensation parameters reviewed

✓ Candidate preparation

☐ Confirmed interview time

☐ Provided agenda

☐ Technology check (for virtual)

☐ Instructions for joining (for virtual)

☐ Parking/location details (onsite)

✓ Environment preparation

☐ Meeting room reserved

☐ Technology tested

☐ Quiet, private space

☐ Water/refreshments for onsite

☐ Printed interview packets (if in-person)

SECTION 2 — STRUCTURED INTERVIEW QUESTIONS

Core categories every interviewer should cover

Below are standardized questions organized into essential categories. You can distribute categories across different interviewers to ensure a well-rounded assessment.

A. Motivations & Career Goals

- “What is motivating you to explore new opportunities right now?”



- “What does an ideal position look like for you?”
- “What are your long-term professional goals?”
- “What role does work-life balance play in your career at this stage?”
- “What’s important to your family in this move?”

What to listen for:

Clear reasoning, realistic expectations, long-term stability, and alignment with the role.

B. Clinical Scope, Skills & Interests

- “What procedures define your practice?”
- “Which cases do you enjoy most?”
- “What clinical areas do you prefer to avoid?”
- “Tell me about your clinical decision-making style.”
- “How do you stay up to date in your specialty?”

What to listen for:

Clinical alignment, subspecialty match, realistic volume expectations, safety, and quality considerations.

C. Work Style & Team Collaboration

- “Describe your style when working with APPs or MAs.”
- “How do you handle disagreements with staff or colleagues?”
- “Tell me about a time when you improved a workflow or process.”
- “What qualities make a strong clinical team?”

What to listen for:

Emotional intelligence, collaboration, professionalism, humility, and team fit.



D. Culture, Values & Behavioral Fit

- “What kind of culture brings out your best work?”
- “Describe a time when you resolved a conflict in a clinical setting.”
- “What does respect mean to you in the workplace?”
- “How do you handle stress during high-volume or high-pressure periods?”

What to listen for:

Emotional maturity, self-awareness, and conflict resolution ability.

E. Operational Preferences & Expectations

- “Tell me about the best operational environment you’ve worked in.”
- “What frustrates you operationally?”
- “How do you prefer to structure your clinic days?”
- “What makes a clinic or OR day run efficiently for you?”

What to listen for:

Operational alignment, early warning signs of mismatch, and readiness for your environment.

F. Call & Coverage Tolerance

- “What call schedule works best for you?”
- “What does an ideal call burden look like in your world?”
- “Tell me about your call experience in recent roles.”

What to listen for:

Realistic expectations, burnout indicators, and alignment with your call structure.

G. Community Fit & Lifestyle Alignment

- “What matters most to your family in choosing a community?”
- “What kind of setting feels like home to you?”



- “What activities or interests are important in your life outside of work?”

What to listen for:

Lifestyle fit, family alignment, and long-term stability factors.

SECTION 3 — RED FLAG DETECTION GUIDE

Interviewers should watch for:

Clinical red flags

- Inconsistent explanations of prior performance
- Overconfidence without detail
- Limited experience in key procedures
- Poor quality metrics

Behavioral red flags

- Blame-oriented language
- Conflict avoidance or aggression
- Poor emotional regulation
- Dismissiveness toward staff or APPs
- Low self-awareness

Motivational red flags

- Compensation-driven only
- Unclear or unrealistic expectations
- Short-term mindset
- Lack of family alignment



Cultural red flags

- Resistance to teamwork
- Poor communication habits
- Toxic comments about former colleagues
- Lack of accountability

SECTION 4 — STRUCTURED SCORING RUBRIC

Use this after interviews to compare candidates fairly

Rate each category 1–5:

Category	Score 1	Score 3	Score 5
Clinical Fit	Misaligned	Acceptable	Strong match
Cultural Fit	Low fit	Partial fit	Excellent fit
Team Collaboration	Concerning	Adequate	Outstanding collaborator
Professionalism	Red flags	Neutral	Highly professional
Communication Skills	Poor	Adequate	Excellent communicator
Motivation Alignment	Mismatch	Mixed	Strong, long-term alignment
Call Tolerance	Unrealistic	Neutral	Fully aligned
Overall Impression	Concern	Cautious	Strong enthusiastic match



Interpretation:

- **36–40:** Exceptional candidate
- **30–35:** Strong finalist
- **24–29:** Potential fit with conditions
- **< 24:** Significant concerns

SECTION 5 — POST-INTERVIEW EVALUATION FORM

Candidate Name:

Specialty:

Interview Date:

Interviewers:

Overall Assessment

☐ Strong Fit

☐ Conditional Fit

☐ Not a Fit

Summary Notes:

- Strengths:
- Concerns:
- Cultural Fit Observations:
- Operational Fit Observations:
- Red Flags:



Recommendation:

- ☐ Proceed to the on-site
- ☐ Move to the final stage
- ☐ Decline
- ☐ Hold for further discussion

SECTION 6 — INTERVIEWER EXPECTATIONS & BEST PRACTICES

Interviewers should:

- Be on time and prepared
- Have reviewed the CV beforehand
- Ask open-ended questions
- Listen more than they speak
- Avoid premature promises
- Use the scoring rubric
- Document concerns immediately
- Follow the interview agenda
- Maintain professionalism and warmth

Candidates judge the entire organization by the interview experience.

SECTION 7 — INTERVIEW SCRIPTS & OPENERS

Professional Welcome

“Thank you for taking the time to speak with us today. We’re excited to learn more about you and help you understand our team and opportunity.”

Transition Between Topics

“I’d like to shift to your experience with team collaboration... can you tell me about a time when...?”



Closing the Interview

“Thank you again for your time. We’ll regroup as a team and ensure you hear from us within the next 24–48 hours.”

If the candidate asks about an offer too early

“Our goal today is to understand alignment and fit. Once we finish interviews, we’ll be in touch about next steps very quickly.”

SECTION 8 — FINAL INTERVIEW TEAM DEBRIEF TEMPLATE

Candidate Name:

Overall Fit Score:

Key Strengths:

Key Concerns:

Team Consensus:

- ☐ Strong Yes
- ☐ Yes, with conditions
- ☐ Undecided
- ☐ No

Next Steps:

- ☐ Move to offer
- ☐ Schedule onsite
- ☐ Conduct additional reference checks
- ☐ Decline