Resident Job Analysis:
Foundation for Selection & Evaluation

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I do not have any relevant financial relationships with commercial entities.
Objective

• To recognize that job analysis is the foundation for resident selection and performance evaluation
What's a Job Analysis?

A systematic investigation of

• Work activities
• Worker attributes
• Context of the work
Foundation for:

- Selecting residents
- Structuring interviews
- Evaluating interviews
- Evaluating resident performance

Job Analysis
What Does a Job Analysis Look Like?

Results are:
- Competencies
- Categories
- Domains
Sample Resident Competencies

- Patient care & procedural skills
  - Medical knowledge
- Practice –based learning and improvement
  - Interpersonal & communication skill
Residency Competencies

- Systems-based practice
- Professionalism

American Council on Graduate Medical Education (ACGME)
HOW DO I PERFORM A JOB ANALYSIS?
Types of Job Analysis

• Job Performance
• Observation
• Interviews
• Structured Questionnaires
• Critical Incidents - *recollections of critical events actually observed in resident performance*
Viable Types

Observation - already a rich pool
Interviews - residents, faculty
Critical Incidents - today collect 100

Structured questionnaires-
• Web-based for geographically dispersed programs
• Expensive
• Complex
Subjects: 10 general surgery faculty + 4 fifth-year residents = 14
Procedure: conducted structured interviews
Results: 235 critical Incidents
Critical Incident Technique (CIT)-Method

- Collect (write) examples of actual behaviors-
  - Effective & ineffective behaviors
- Sort the critical incidents into competencies

• Flanagan, 1954.
• Collect many incidents
• Sort them by similar incidents
• Name the group

• Several sorts
• Refine the sorting process
• Engage faculty in sorting & naming
• Stand back – look at the whole set
- Knowledge/Self-education
- Clinical performance
  - Diagnostic skills
  - Surgical skills
- Communication skills
  - Reliability

Competencies – CIT Study
• Integrity
• Compassion
• Organization skills
• Motivation
• Emotional control
• Personal appearance
Examples of CIT

- **Knowledge/self education**
  - A patient is brought to the hospital having a cardiac arrest. The physician puts in a chest tube. The resident eagerly learns how to do it. Afterwards, the resident discussed all of the possible complications and proper procedures.
• A resident ties knots, handles tissue, and instruments very well.

• A resident is instructed to cut a suture. He cuts too deeply and cuts a blood vessel.

**Surgical Skill**
• One resident was too aggressive with nurses. She would stand in the nursing area and say, “I am the doctor. You take this order and carry it out now.”
• A resident says “I don’t know” or “I will check that” instead of covering up and being dishonest.

• A resident tells the attending he is in the OR when actually he is not.
Job Analysis - Foundation

- Performance Evaluation
- Interview
- Competencies
Structuring the Interview

• Unstructured
• Semi structured
• Structured
Non-cognitive Competencies

- Communication Skills
  - Reliability
  - Integrity
  - Motivation
Interview Structure

- Things to observe
- Sample questions
- Case scenarios or situations
Communication Skills

- Things to Observe
  - Eye contact
  - Facial gestures
  - Nervous habits
• Are there any types of patients you don’t like to take care of? Why?
Case Scenario - Integrity

• You are the resident on call. You find a patient dead in bed. You later discover that the patient died because you did not check his serum glucose level. What do you do?
Communication skills
✓ Ability to relate well; clear and concise

Organization skills
✓ Ability to manage time, tasks, and people effectively

Rating scale:
Not observed 0 1 2 3 4 average 5 6 7 Outstanding
Evaluating Performance

- Clinical performance
- Diagnostic skills
- Surgical skills

Rating scale

Not observed 0  1  2  3  4 average 5  6  7 outstanding
Job Analysis

Evaluate Performance

Evaluate the Interview

Structure the Interviews

• Competencies


References (cont’d)