

“A Case study on Competency-Driven Selection: Enhancing the Recruitment Process for Surgeons in Healing Hands Clinic”

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Abstract

This paper aims to examine the recruitment of surgeons at Healing Hands Clinic (HHC), Pune, a super-specialty clinic with specialized focus that is anorectal disorders. Organized by Dr. Ashwin Porwal, who had been handling one of the largest eye hospitals in the country, HHC has efficiently filled the gap and emerged as a carrier of several measures including the Laser surgery techniques. At the same time, HHC has stepped forward in terms of patient care but has not changed its approach in recruiting, using resume evaluation and interviews that do not reveal the candidates' competencies. This conventional modality of hiring surgeons has denied medical practice evolved to current and competent surgeons thus putting patient lives and outcomes at risk as well as raising complication incidences.

HHC's current recruitment framework is the focus of this study, with the specific goals of exposing its inefficiency and suggesting the adoption of CBR as its replacement. CBR is more focused on the methods of selecting candidates by their skills, knowledge, and abilities connected with their performance at work without paying much attention to educational back ground or experience. As a result, defining critical competencies that are required so as to ensure effective surgical performance — that includes the technical competencies as well as the fact that communication, empathy, and teamwork form an important part of surgery, this study aims at improving the quality of hires at HHC.

To the above objectives, the study will first identify recruitment processes at the HHC to establish areas of weaknesses or lack of efficient practices. This will then go onto detail key competencies that are expected out of candidates interested in surgical positions, including surgical proficiency that will incorporate technical measures as well as interpersonal features necessary for the delivery of effective patient care as well as integration into broader healthcare teams. The study will also determine the manner in which a CBR framework can be integrated to foster enhanced performance, high turnout and productivity of employees as well as overall organizational efficiency.

This case study highlights the need for HHC to employ a more contemporary recruitment system from the literature review of the current staffing processes in the field of healthcare recruitment. The expected outcomes are candidate acquisition of better standard that addresses the strategic needs of HHC, efficiency of employees, due to increased match between their skills and tasks expected of them and better outcome for the patients. As a result, this study recommends changing the common trend of staff recruitment in surgical departments to enhance care provision and organizational functioning.

Keywords: *Competency Framework, Competency-Based Selection, Surgeon recruitment, Selection criteria, Core competencies. Job Analysis*

Introduction

Healing Hands Clinic (HHC), founded by Dr. Ashwin Porwal, is a premier super-specialty clinic located in Pune, India, dedicated to the treatment of anorectal disorders such as piles, fistula, and hernia. Established with the vision of providing top-notch medical care, HHC has gained recognition for its innovative treatment techniques, including the introduction of laser surgery for anorectal

conditions. The clinic operates under the motto "Curing with Care," emphasizing a compassionate approach to patient care while utilizing advanced medical technologies to ensure effective treatment outcomes.

Healing Hands Clinic (HHC) currently employs a traditional recruitment process for hiring Surgeons. This approach typically involves standard methods such as job postings on various platforms, direct

outreach to medical professionals, and interviews conducted in person or via phone.

Even with the clinic's advanced medical practices and commitment to innovative treatment for anorectal disorders, its recruitment strategy remains conventional. This could include reviewing resumes, assessing qualifications, and conducting interviews to evaluate candidates' skills and fit within the HHC team.

As HHC continues to grow and expand its services, there may be opportunities to enhance this recruitment process by integrating modern techniques. Implementing competency-based recruitment (CBR) at Healing Hands Clinic (HHC) can significantly enhance the hiring process for Surgeons, ensuring that the clinic attracts candidates who not only possess the necessary medical qualifications but also the specific skills and attributes essential for success in these roles. CBR focuses on assessing candidates based on their skills, knowledge, and abilities that are directly related to job performance, rather than relying solely on traditional metrics such as educational qualifications or years of experience.

To initiate this process, HHC should first identify the core competencies required for each surgical position. This involves analyzing the tasks, responsibilities, and challenges associated with these roles, as well as understanding the interpersonal skills needed for effective team work and patient interaction. For instance, competencies such as decision-making, communication skills, adaptability, and technical proficiency in surgical procedures should be clearly defined.

Problem Statement

The current recruitment process for surgeons is based only on conventional selection methods, which creates a lack in surgeons' skills that is disguised by bringing in inadequate employees. This can adversely affect patients and even lead to increased complications rates and lengthened healing of patients. Besides, it does not test some key values that are considered crucial in the growing field of surgical practices, including flexibility and teamwork. However, lacking a strong competency-based framework, biases can be retained, which only increase the differences in the qualifications of surgeons. It is important to tackle these problems in order to improve the total outcomes of the surgical operation.

Objectives:

1. To study existing recruitment processes at Healing Hands Clinic to identify gaps and inefficiencies in selecting candidates based on competencies relevant to healthcare roles.
2. To determine the critical competencies necessary for successful job performance with in the clinic, focusing on both technical skills and soft skills such as communication, empathy, and teamwork.
3. To provide actionable recommendations for refining the recruitment strategy at Healing Hands Clinic to align more closely with a competency-based framework, thereby enhancing the quality of hires and meeting strategic organizational goals.
4. To investigate how the adoption of competency-based recruitment influences employee performance, retention rates, and overall organizational effectiveness in a healthcare setting.

Scope of Study:

This research paper, titled "A Case Study on Competency-Driven Selection at Healing Hands Clinic," this paper aims at critically assessing and recommending on the strategies to be adopted by the Healing Hands Clinic (HHC) in Pune, India. The scope of this study is outlined as follows:

1. Organization

The present research focuses on Healing Hands Clinic (HHC), which is a leading super-specialty clinic well recognized for its advanced techniques for the management and treatment of anorectal diseases such as piles, fistula, and hernia. The clinic currently employs a conventional approach to recruit surgeons, which involves resume screening and interviewing that fail to consider surgeons' performance. This study therefore seeks to establish the areas of weakness with in the current model of recruitment strategy as well as, proffering CBR model that brings to bear the fundamental competencies relevant to surgical performance.

2. Geographical Area

This research focuses on Healing Hands Clinic situated in Pune in India.

Limitation of Study

1. The study is limited to Healing Hands Clinic (HHC) in Pune, which may restrict the findings to other healthcare institutions with different

recruitment practices.

2. The focus on a single organization may result in a limited sample size,
3. The period of study may not capture long-term trends or changes in recruitment effectiveness.
4. The subjective nature of competency assessment can introduce biases, affecting their liability and consistency of the findings.
5. The study may not fully consider the perspectives of all stakeholders involved in the hiring process.

Literature Reviews:

1. Kumari, N. (2012)

This paper seeks to establish recruitment and selection methods that are implemented at SMC Global Securities Ltd., methods that has evidenced to be efficient including referrals and online portals. In light of this, the paper finds that introduction of structured recruitment processes affects organizational performance and employee satisfaction levels.

Kumari, N. (2012). A Study of the Recruitment and Selection Process: SMC Global. *Industrial Engineering Letters*, 2(1), 34-38.

2. Anderson, N. et al. (2021)

The review summarizes normalization data of numerous meta-analyses on recruitment and selection procedures, but recommends work sample and structured interviews as the most preferred selection procedures by applicants. The study specifically focuses on the recommendations for practice regarding recruitment policies and approaches.

Anderson, N., et al. (2021). Paving the Way for Research in Recruitment and Selection. *International Journal of Selection and Assessment*, 29(3), 243-257.

3. Osei-AbeyieYeboah, C. & Adamah, F. S. (2021)

This paper assesses the competency-based recruitment and selection as a tool for improving candidate search and selection in private tertiary institutions in Ghana. The study uses qualitative research methodology; it shows that this approach enhances the efficiency of hiring processes and matches candidates' abilities to organizational objectives.

Osei-AbeyieYeboah, C., & Adamah, F.S. (2021).

Qualitative Analysis of Competence-Based Approach to Recruitment and Selection Process in Private Tertiary Institutions in Ghana. *Journal of Business Management and Economic Research*, 5(5), 135-154.

4. Al Shanfari, R. J. & Banu, R. A. (2019)

This qualitative research focuses on the rise and selection procedures through organizations with regards to difficulties in hiring and maintaining employees in the labor market. It stresses the importance of systematic model of recruitment that should be aligned with other activities of HRM.

Al Shanfari, R.J., & Banu, R.A. (2019). Recruitment and Selection in Practice: A Qualitative Study. *International Journal for Research in Engineering Application & Management*, Special Issue - EGBPC.

5. Jamal Al Shanfari, R., & Banu, R. A. (2019)

Recruitment processes are underlined as important for organizational performance and the acquisition of the best talent as well as increasing employee satisfaction by following well-defined procedures tailored to meet the organizational needs.

Al Shanfari, R.J., & Banu, R.A. (2019). Recruitment and Selection in Practice: A Qualitative Study.

6. Central Test (2024)

This article highlights the significance of CBR in the current hiring strategies by stressing out that conventional techniques do not include significant soft skills required in contemporary working environment. This requires a change of approach to use competency-based curriculum or selection instead of the current complacent method of selection, which is predominantly based on accreditation of the candidates and experience.

Central Test. (2024). Competency-Based Recruitment: Why Is It Important?

7. Lindelöw, M. (n.d.)

This paper introduces competence-based recruitment as a pre-planned process that involves use of competencies that are specific to certain jobs to enhance job performance since it employs candidate qualities, which match organizational needs.

Lindelöw, M. (n.d.). Competence-based recruitment (CBR). KTH Intranet.

8. Central Test (2024)

This research stresses that the competency-based recruitment is imperative in the health care system

because it guarantees not only the technical skills, but also other appropriate behavioral competencies to meet the needs of the patients.

Central Test (2024). Competency- Based Recruitment: Why Is It Important?

9. Aher, D. (2018)

The methods of selection are surveyed in this paper to measure the level of satisfaction of recruitment process by employees that serve that organization and show that the appropriate strategies have a high rate of retention and satisfaction in organizations.

Aher, D. (2018). A Study on Recruitment and Selection Process. International Journal of Creative Research Thoughts (IJCRT), 9(4), 3035-3040.

10. Bhoganadam, S.D., et al. (2021)

Comparing the traditional and competency-based recruitment strategies in higher education institutions is the focus of this paper. The authors further explain that competency-based methods are fairer because they entail a set standard that comes as a result of comparing the requirements of a particular position in an organization that the candidate offers to fill.

Bhoganadam, S.D., et al. (2021). A Study on Recruitment and Selection Process: Employee Perceptions in Private Universities in Ghana. International Journal of Creative Research Thoughts (IJCRT), 9(4), 3036-3040.

Conceptual Background:

CBHRM stands for Competencies Based Human Resource Management; it is a system where all or most human resource activities are coordinated based on competencies, which refer to measurable acts, skills, knowledge, attitudes, characteristics or attribute essential for effective job performance. This model seeks to integrate the HR practices into the overall organizational strategies by a logical pattern involving competencies.

Competency based of HRM The following are the key concepts of competency based HRM:

1. Leadership Competencies: These are grouped into three broad categories/center. These are grouped into three broad categories/ centers.

- **Core Competencies:** Makes up the basis of success in any organization and can be employed at every organizational level.
- **Functional Competencies:** They apply to certain demands relevant only to certain organizational positions or tasks.

- **Leadership Competencies:** Work related competencies that define leadership and that distinguish between the marginal and the excellent performer.

2. Behavioral Competencies: Sometimes called behavioral competencies, these capture interactions for which leaders have defined how improved behaviors produce results in teaming and communications and decision making. They are essential in the performance management and can equally be used in the performance improvement of employees.¹⁴

3. Technical Competencies: These refer to specialized knowledge and occasions connected with activities and jobs of performances and submit technical facets of job accomplishments.

Objectives and Benefits of Competency-Based HRM

1. By identifying competencies for strategic objectives organizations may guarantee that its people are capable to meet organizational challenges¹².
2. Competency-based staff recruitment and selection methods are highly effective since they enable the HR managers to forecast the performance of candidates via identification of the competency profiles as opposed to reliance on task profiles as inherent in traditional job analysis.²⁴
3. Mumbai Based Training Programs can be designed to develop specific competencies which can mean that more specific skill enhancement is going to take place and better prospects for career enhancement may result¹³.
4. CBHRM offers a sound framework through which the organizational performances of the employees are measured, with significant emphasis on the acquired competencies and a firm line against bias in the assessment process.

Implementation Framework

1. Competency Mapping: Defining and anchoring the competencies that can be useful in the accomplishment of assignments within the organisation.

2. Development of Competency Frameworks: Developing models which can enshrine the central, thin and leadership competencies relevant in the different strata of the organization.

3. Integration into HR Processes: Integrating

competency frameworks of personnel selection, development, and performance evaluation, and any other HR activities for the delivery of patterned and systematic HR interventions

Research Methodology

1. Research Design

The study will utilize a qualitative case study design to explore the existing recruitment processes at Healing Hands Clinic (HHC) and identify areas for improvement through competency-based recruitment (CBR).

2. Data Collection Methods

Review of existing recruitment documentation, including job descriptions, eligibility criteria, screening processes, and interview protocols currently employed at HHC. Conduct semi-structured interviews with key stakeholders, including HR personnel, and management to gather insights of various competencies.

3. Sampling

Sample Size: A sample size of approximately 5-10 participants for interviews

4. Data Analysis

Analyse qualitative data from interviews and open-ended survey responses using thematic analysis to identify common themes related to competencies required for surgical roles.

5. Competency Framework Development

Based on data collected, define critical competencies necessary for successful job performance in surgical roles, including both technical skills and soft skills such as communication and team work. Propose a competency-based recruitment framework that aligns with the identified core competencies and recommend its integration into HHC's existing recruitment processes.

Current Framework followed in Healing Hands Clinic for Recruitment and Selection of Surgeon:

1. Job Posting:

Job description:

- 1) Examining patients and making diagnoses to determine the need for surgery.
- 2) Reviewing patients' medical history and planning the best procedure for treatment.
- 3) Evaluating and advising patients on the risk involved with having surgery.

- 4) Performing surgical procedures to prevent or correct injury, disease, deformities, and patient function while adhering to regulatory and ethical protocols.
- 5) Following established surgical techniques during surgery.
- 6) Prescribing preoperative and postoperative treatments and procedures.
- 7) Directing and coordinating activities of hospital staff for proper patient care.
- 8) Overseeing all treatments prior to and post-surgery, and identifying associated risks.

Eligibility Criteria:

MBBS MS or DNB

2. Screening Criteria:

At Healing Hands Clinic (HHC), have a clear set of screening criteria for evaluating resumes when hiring Surgeons.

- A. Educational Background:** Candidates should hold a degree in MBBS MS or DNB. This educational foundation is crucial for ensuring that they have the necessary medical knowledge and surgical training.
- B. Surgical Experience:** We require applicants to have hands-on experience in surgery. This experience is vital as it demonstrates their ability to perform surgical procedures safely and effectively.
- C. Outpatient Department (OPD) Experience:** We also value candidates who have worked in an OPD setting. This experience is important because it shows that they are comfortable interacting with patients, managing pre-operative assessments, and providing post-operative care.

3. Telephonic Interviews:

During the telephonic interview round at Healing Hands Clinic (HHC), we collect essential information to gain a basic understanding of each candidate. This data helps us assess their qualifications, experience, and overall fit for the position

Data Point	Descriptions
Name	The candidate's full name for identification purposes.
Contact Number	A reliable phone number to reach the candidate for further communication.
City	The city where the candidate resides, which may be relevant for location- based considerations.
Location	More specific details about the candidate's current location.
Qualification	The highest degree or relevant qualifications held by the candidate MBBS, MS, DNB.
Experiences	Total years of relevant work experience in surgery or related fields.
Currently Working	Information on whether the candidate is currently employed and, if so, at which organization.

Data Point	Descriptions
Current/Previous Salary	The salary the candidate is currently earning or their last drawn salary from previous employment.
Salary Expectation	The candidate's expected salary for the new position, which helps gauge alignment with HHC's budget.
Date of Join	The candidate's availability to start if offered the position.
Commitment	The candidate's willingness to commit to the role and any potential notice period required by their current employer.
Comments	Focus on their familiarity with different types of surgeries and their experience in the Outpatient Department (OPD).
Status	The current status of the candidate in the hiring process shortlisted, not shortlisted.

3.CompetencyBased JD Description for Surgeon Role:

Level	Competency	Description	Basic	Intermediate	Advance
	Patient Assessment Skills	Basic skills in evaluating patient histories and symptoms are essential for accurate diagnosis and treatment planning. This competency lays the foundation for effective patient care, enabling junior surgeons to identify critical issues early and communicate them effectively to senior staff.	Ability to gather basic patient information and perform simple physical exams.	Competent in conducting comprehensive assessments and identifying key issues	Expert in complex assessments, integrating findings into diagnostic reasoning.

Level	Competency	Description	Basic	Intermediate	Advance
Junior Level	Communication Skills	Fundamental verbal and written communication for patient interactions ensures clear understanding and fosters trust between patients and health care providers. Effective communication is vital for explaining procedures, obtaining informed consent, and addressing patient concerns, which can significantly impact patient satisfaction and outcomes.	Communicates basic information to patients under supervision.	Engages in effective dialogue with patients, addressing their questions and concerns independently.	Facilitates complex discussions involving multiple stakeholders, ensuring clarity and understanding
	Knowledge of Anorectal Disorders	Introductory understanding of common conditions treated in proctology equips junior surgeons to recognize and manage these issues competently, improving patient outcomes. Familiarity with these conditions also aids in effective communication with patients about their diagnoses And treatment options.	Understands basic concepts related to anorectal disorders but lacks practical experience.	Demonstrates ability to recognize common conditions; engages in discussions about management options.	Expert in managing complex anorectal conditions; leads educational sessions on best practices
	Documentation Skills	Ability to maintain accurate medical records under supervision is vital for legal compliance, continuity of care, and effective communication among healthcare team members. Proper documentation ensures that all aspects of a patient's care are recorded, facilitating better decision	Records basic patient information accurately under supervision.	Completes comprehensive documentation independently while ensuring accuracy and compliance.	Develops documentation standards that improve efficiency across the department.

		making and accountability.			
	Proctology Patients Handling	Understanding diverse patient backgrounds allows for tailored care that respects individual needs, enhancing the overall patient experience and outcomes. This competency helps junior surgeons provide Patients Handling, which can improve trust and cooperation from patients during treatment.	Junior surgeons should be able to work together basic medical histories and recognize common fears associated with proctological examinations, addressing these concerns to alleviate patient anxiety.	Bebe skilled in conducting thorough assessments while maintaining patient dignity and comfort during examinations. Intermediate surgeons should also proactively identify potential barriers to care, such as language differences or cultural stigmas	They should lead initiatives that promote culturally competent care within their practice, ensuring that all staff are trained to recognize and respect diverse patient backgrounds and s engage in mentorship roles, guiding junior colleagues
	Technical Surgical Skills	Basic proficiency in surgical techniques, with guidance from senior staff, is necessary for developing hands-on skills essential for performing surgeries safely and effectively. This foundational competency prepares junior surgeons for more complex procedures as they progress in their training.	Assists in simple procedures under direct supervision; limited hands-on experience.	Performs basic procedures independently with occasional supervision; developing confidence.	Mastery of advanced techniques; mentors others in surgical skills development.

Mid-Level	Video Proctoscopy Expertise	Competence in performing video proctoscopy procedures with some independence enhances diagnostic capabilities, allowing for timely interventions in proctological conditions. Mastery of this skill enables surgeons to identify abnormalities accurately, leading to better treatment strategies.	Performs video proctoscopy under supervision; requires guidance on interpretation of findings.	Independently performs video proctoscopy; accurately interprets results for common conditions.	Teaches others advanced techniques in video proctoscopy; contributes to protocol development based on findings.
	Laparoscopic Surgeries	Knowledge of laparoscopic surgeries and patient monitoring during surgeries ensures patient safety and comfort throughout surgical procedures. Understanding various laparoscopic types helps mid-level surgeons to optimize patient care during surgery effectively.	Junior surgeons should demonstrate foundational knowledge of laparoscopic surgery techniques and the principles of minimally invasive procedures. They should be able to identify common laparoscopic instruments and their uses	Intermediate-level surgeons should possess a more comprehensive understanding of various types of laparoscopic surgeries, including indications, contra indications, and potential complications.	At the advanced level, surgeons must exhibit expertise in complex laparoscopic surgeries and lead surgical teams, be proficient in advanced techniques such as robotic-assisted laparoscopic procedures

	Post-operative Care	Skills in managing postoperative recovery and monitoring for complications are essential for ensuring patients heal properly and reducing the risk of adverse events. This competency involves assessing pain levels, recognizing signs of infection, and providing appropriate follow-up care to promote recovery.	Monitors basic post-operative recovery under supervision; recognizes common complications.	Independently manages post-operative care plans; identifies complications early.	Develops comprehensive post-operative protocols that enhance recovery outcomes across the department.
	Team Collaboration	Ability to work effectively within a multidisciplinary team environment fosters comprehensive care, leveraging diverse expertise to benefit patient management. Collaboration enhances communication among team members, leading to more coordinated treatment plans and improved patient outcomes.	Participates as a team member but may struggle with communication or assertiveness.	Actively contributes ideas during team discussions; collaborates well with others to wards common goals.	Facilitates team meetings that enhance collaboration among diverse healthcare professionals across departments.
	Problem-Solving Abilities	Capacity to make decisions in moderately complex situations during surgeries is crucial for adapting to unexpected challenges and ensuring optimal patient care. This competency involves critical thinking skills that allow mid-level surgeons to assess situations quickly and implement appropriate Solutions under pressure.	Recognizes problems but may require assistance in developing solutions.	Independently identifies problems during surgeries; implements effective solutions promptly.	Anticipates potential issues before they arise; develops strategies that improve overall surgical outcomes.

	Time Management	Ability to manage time effectively during surgeries and consultations is necessary to maintain efficiency and prioritize patient needs in a busy clinical environment. Effective time management ensures that all patients receive timely attention while minimizing delays in surgical schedules.	Manages time effectively during routine tasks but may struggle under pressure	Prioritizes tasks efficiently during busy periods; meets deadlines consistently.	Develops time management strategies that optimize workflow across surgical teams.
	Patient Education	Skills in educating patients about their conditions and treatment options empower them to make informed decisions about their healthcare, enhancing engagement and satisfaction. Educated patients are more likely to adhere to treatment plans, leading to better health outcomes overall.	Provides basic educational materials but may lack depth or clarity.	Engages patients effectively during discussions about their treatment options; encourages questions.	Develops comprehensive educational resources that enhance understanding across diverse patient populations.
Senior Level	Technical Proficiency with Laser Surgical Equipment	Expertise in using advanced surgical instruments and technologies is critical for performing complex procedures safely and efficiently. Mastery of laser allows senior-level surgeons to improve surgical outcomes while reducing recovery times for patients.	Develops comprehensive educational resources that enhance understanding across diverse patient populations.	Independently operates advanced instruments during surgeries; trains others on proper use.	Innovates new techniques using advanced equipment; leads workshops on equipment utilization best practices.

	Crisis Management	Advanced skills to handle emergencies or unexpected complications during surgeries are vital for ensuring patient safety and effective responses in high-pressure situations. High-level surgeons must remain calm under pressure, making quick decisions that can significantly impact patient survival rates during crises.	Responds effectively under supervision but may require guidance during complex emergencies.	Manages common emergencies independently while knowing when to Escalate issues appropriately.	Leads emergency response efforts during critical situations while mentoring junior colleagues on protocols.
	Handling Complex Surgeries	Strong standards in complex surgery ensure that decisions made are in the best interest of patients, fostering trust and integrity within the healthcare system. Senior-level surgeons must navigate team thoughtfully, balancing clinical judgment with compassion while respecting patient autonomy.	Junior surgeons should understand the fundamental principles of complex surgeries, including the importance of patient safety and informed consent	Possess a solid grasp of various complex surgical procedures and their specific indications and contraindications.	Must exhibit expertise in managing highly complex surgical cases, demonstrate in g leadership within multi-disciplinary teams
	Hernia Surgeries	Knowledge of Hernia surgeries and patient monitoring during surgeries ensures patient safety and comfort throughout surgical procedures. Understanding various Hernia types helps mid-level surgeons to optimize patient care during surgery effectively.	Junior surgeons should have a foundational understanding of hernia surgeries, including the types of Hernias and the basic principles	possess a comprehensive knowledge of various hernia types, including inguinal, femoral, umbilical, and incisional hernias, along	Expertise in managing complex hernia surgeries and leading surgical teams effectively and proficient in advanced techniques,

			of surgical repair	with their specific surgical approaches	such as laparoscopic and robotic-assisted repairs, and be able to navigate challenging clinical scenarios with confidence
	Leadership	Ability to lead surgical teams effectively ensures optimal performance, accountability, and mentorship within the team, fostering a culture of excellence in surgical practice. Strong leadership promotes collaboration among team members while enhancing training opportunities for junior staff through guidance and support from experienced surgeons.	should demonstrate an understanding of fundamental leadership principles within a surgical team	Should develop strong leadership skills by taking on more responsibility within the surgical team.	Must exhibit exceptional leadership qualities that inspire optimal performance within their surgical teams. They are responsible for mentoring junior and intermediate colleagues,

2. Competencies in Screening Process for Surgeon Resumes:

Screening Criteria	Competencies	Description
Educational Background	Medical Expertise	Candidates should hold a degree in MBBS, MS, or DNB. This educational foundation is crucial for ensuring that they possess the necessary medical knowledge and surgical training to provide effective patient care.
	Cultural Competence	Understanding diverse patient backgrounds allows surgeons to provide tailored care that respects individual needs, enhancing patient satisfaction and outcomes.
Surgical Experience	Technical Expertise	Hands-on experience in surgery demonstrates candidates' ability to perform surgical procedures safely and effectively. This competency is vital for ensuring patient safety during operations.
	Problem-Solving Abilities	Experience in surgery equips candidates with the skills to make quick decisions in complex situations, adapting to unexpected challenges during procedures.
	Patient-Centered Care	Ability to prioritize patients' needs and preferences during surgical planning and execution, ensuring a holistic approach to care that enhances recovery and satisfaction.
Outpatient Department (OPD) Experience	Patient Education	Candidates with OPD experience are often skilled at educating patients about their conditions, treatment options, and post-operative care, empowering them to make informed decisions about their healthcare.

	Team Collaboration	Working in an OPD requires collaboration with multidisciplinary teams, enhancing the ability to coordinate comprehensive patient care effectively.
	Documentation Skills	Experience in OPD settings involves maintaining accurate medical records, which is vital for legal compliance and continuity of care across different healthcare providers.

3. Interview Questions with competencies for Surgeon:

Communication in the surgical context is essential to the best of interest of the patient and the entire surgical process. Based on literature, it is understood that communication breakdowns contribute to a large percentage of sentinel events where bad communication assumes a root cause in more than sixty percent of severe adverse health events in surgical context. OR is a dynamic environment since operations involve high risks and should be conducted within a limited amount of time. Successful coordination with different OR team members require structured communication.

In response to these issues, such approaches such as structured briefings and debriefings have been formulated. These practices are meant to improve the cohesiveness of the team and make certain each team member is in agreement on the surgery strategy before the operations go under way. The second tool is the surgical checklist which essentially discourages discussions on certain aspects of the surgical process while at the same time ensuring that if there is lack of clarity on certain safety steps, the team is made aware of them at certain specific times.

The emotions affect the flow of communication with in the surgical operating room greatly and this is another factor. Stress, anxiety together with frustration can change the way used words and other non-verbal signs to pass information to other people and in the same way, changing the way these people interpret these messages. For example, a surgeon's language used either encourages collaboration or adversely contributes to tension between the healthcare employees. This shows that

not only should one focus on spoken word but also signs as all these should harmoniously work for the sake of team.

Preliminary training interventions targeting both explicit communication and more general relationship-building over the course of patient interactions also looks effective in increasing both patient benefits and team members' satisfaction.

Findings

1. Structured Recruitment Process: CBR is built around a competency framework from the initial identification of the vacancy, through the selection process, to the appointment of a surgeon which is congruent with operational requirements in the medium to the long term.

2. Behavioral Interview Techniques: CBR involves face-to-face interviews accompanied by Blue Collar Behavioural Interviewing tools used to have candidates answer behavioural questions, which would then enable a comparison of the nominees' actions.

3. Comprehensive Requirements Profile: Creating a clear and specific requirements profile is essential; the data obtained from the analysis is used throughout the whole process to identify the candidate, and all procedures are connected to the competencies needed for the surgeon position.

4. Assessment Centres: The usefulness of assessment centres in the overall scheme of selection increases the reliability and validity of the candidates. This method enables the performance of competency profiling, which include clinical competence, communication proficiencies

5. Focus on Core Competencies: Defining procedural knowledge required in surgical positions, including interpersonal communication,

reasoning in clinical practice, stress tolerance, extends the selection framework.

6. Unconscious Bias Mitigation: It is essential to carry out training that would make interviewers aware of and minimize bias when assessing applicants so that none is locked out due to stereotypes or bias.

7. Multi-Method Evaluation: Testing methods from application forms, referee reports, and structured interviews increase predictive validity therapeutic ratio than for candidates' performance in surgical positions.

8. Continuous Feedback Mechanism: The assessment of the competencies demonstrated by successful candidates in the current surgical staff to ensure that the recruitment process is in tune with the current medical practices.

9. Integration with Training Programs: Thus, an integrated sequence of recruitment and training initiatives makes it possible to identify candidates, who not only currently meet suggested competency profiles but also can be expected to enhance their qualifications in the frame of the surgical specialty in the future.

Recommendation

1. Refine Job Descriptions: Make sure that competencies are clearly described especially at junior, mid and senior level to ensure the right pool of candidates is drawn for a given job. This should improve technical competencies, communication skills and conflict solving skills.

2. Implement Competency - Based Assessments: Develop online forms that require candidates to fill in skills that match the identified competencies before and during interviews, and practical assessments.

3. Enhance Screening Criteria: In addition to extending the criteria to these areas, consider empathy as well as team working skills in an employee. Such a strategy will not only produce candidates with the appropriate medical background but also compliant to clinic environment.

4. Structured Interview Training: Offer a brief on competency-based interview practices in order to reduce the level of bias by the interviewers while conducting the interviews. This training should major in asking questions likely to provide positive evidence of the competencies in question.

5. Utilize Assessment Centres: Use assessment

centres as an element of the selection so that not only candidates can show their aptitudes in actual conditions by solving the assignments, and group work and role plays oriented to theatre work.

6. Feedback Mechanism for Continuous Improvement: A feedback loop has to be created involving current surgical staff to make competency determinations and to reassess competencies and evaluation methods periodically. Review the document periodically depending on changed surgical practices and standards of patient care.

7. Data-Driven Selection Process: Use recruitment metrics to measure performance in recruitment and follow results of candidates after their selection. By studying this data one can discern which competencies from the list are most strongly associated with strengthened surgeon performance, and thereby make preferable decisions concerning hiring of surgeons.

8. Cultural Competence Training : Use training programs that deal with cultural sensitivity in a bid to have all the staff who are involved in recruitment process. This will help to promote knowledge of different patients' backgrounds and also enhance patient care delivery.

Conclusion:

The study on "Competency-Driven Selection : Enhancing the Recruitment Process for Surgeons in Healing Hands Clinic" concludes that the current recruitment practices at HHC, which rely heavily on traditional methods such as resume evaluations and interviews, are insufficient in identifying candidates' competencies essential for effective surgical performance. The research highlights the critical need for a shift towards a competency-based recruitment (CBR) framework that prioritizes skills, knowledge, and interpersonal attribute over mere educational qualifications and experience. By defining and integrating core competencies relevant to surgical roles-including technical proficiency, communication skills, empathy, and teamwork - HHC can significantly improve its hiring outcomes.

Implementing CBR is expected to enhance the quality of hires, leading to better patient care and reduced complication rates. Furthermore, this approach aligns with the clinic's commitment to providing high-quality medical services and fosters an environment where surgical teams can operate effectively. The study recommends that HHC adopt modern recruitment strategies that not only meet

organizational goals but also adapt to the evolving demands of the healthcare sector. Ultimately, transitioning to a competency-driven selection process will ensure that HHC attracts and retains highly qualified surgeons capable of delivering exceptional patient care while contributing positively to the overall efficiency of the organization.

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Annexure

Questions for interview

1. Can you describe a challenging surgical case you handled? What was your role?
2. How do you ensure effective communication with your surgical team during procedures?
3. Describe a time when you had to educate a patient about their surgical options. How did you approach it?
4. What strategies do you use to manage stress during long surgeries?
5. Can you provide an example of how you handled a conflict with a colleague regarding patient care?
6. How do you stay updated with the latest surgical techniques and advancements?
7. What is your approach to obtaining informed consent from patients?

