Hiring and Management; How to hire, train and retain the best talent
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Workshop Objectives

In this session you will learn how to clearly define your expectations, find the best people to match those job requirements and create a cohesive team focused on patient and practice success.

- How to create job descriptions, identify skill set and personality traits of potential hires
- Hiring and interview techniques
- Setting expectations, providing feedback and building a great staff culture
Starting at the Beginning

• Outline Role and Responsibilities
  – What tasks will this person be required to perform daily? How many hours per week?

• Strength Requirements
  – What type of characteristics do those task require?

• Level of Experience / Salary vs Hourly Wage
  – What type of training is provided? What level of ongoing management / supervision will be provided? What is the current rate of pay for this type of job?
Outlining the Process

• Create a clear job description and expectations
  – What this job is and what it isn’t
  – Include relevant position details Hours, Salary, Benefits, Location

• Post job requisition in places with high visibility
  – Craig’s List, LinkedIn, College Job boards/Schools, professional affiliations, personal network

• Give the candidates a specific action for them to complete to assist in resume sorting
  – Sending a cover letter on why they are an ideal fit for the position
4 Steps to Writing a Great Job Description

Step 1: Introduce your job and state what type of person you are looking to hire

Step 2: State the job responsibilities, desire for skill requirements and personality

Step 3: Provide details about hours, salary, location, benefits

Step 4: Outline interview process and how to apply
Step 1 - Introduction

OUTSTANDING CLIENT SERVICE COORDINATOR WANTED! Busy health care practitioner seeking outgoing, enthusiastic, responsible person with a customer service approach to manage all aspects of front desk and patient interactions.

Do you have a kind and friendly personality? Would you describe yourself detailed oriented, have excellent follow through, are incredibly organized, process driven and loves to multi-task in a fast pace environment?

Are you a self-starter that can work independently, has excellent communication skills, a positive attitude and an A+ team player? If so, we've got a great opportunity for you!
Step 2 - Job Requirements

- Answer phones cheerfully and professionally
- Appointment scheduling and follow up
- Review patient protocol and wellness plan during check out
- Collections of patient payments and issuing receipts
- Email reminders and daily inbox correspondence
- Preparing, scanning and filing patient charts electronically
- Communication liaison between Doctor and Patients
- Office management as needed on systems, office accounts, etc.

Ideally looking for someone who is passionate about providing a great service experience and supportive of working with people on their healing journey. Someone with a strong work ethic, who is dependable, reliable and likes working in a small office environment. Previous office/patient experience required. MUST BE reliable and dependable. Microsoft office computer skills required. Comfortable using basic IT software applications like Quickbooks, Outlook.
Step 3 - Position Detail

• Hours: Full time -- 40 hours per week; Mon-Fri 8:00AM -- 5:00PM

• Compensation: $40K - $45K (based on experience level)

• Benefits: Paid holidays, time off, 401K eligible

• Location: Downtown office, close to BART and local public transportation
Step 4 - Interview Process

Interview process: First interview screen will be a 15 min video skype interview, selected candidates will then come interview in person. We will provide our website information and more details about the doctor before the face to face interviews.

Please respond back with why you are interested in this job, what sets you apart from other people and your definition of an excellent service experience. Attach your resume details in the body of the response email. We will not open attachments.
Interview Strategy

• Assess job requirements with candidate’s skill set and personality
• Listen for clues
• Read between the lines
• Ask for specific examples
• Use your intuition
Interview Tips - Initial Screen

15 Min Video / Call Interview - Initial Screen (Skype)

• Tell me a little bit about yourself.
• If you could have an ideal position at the perfect company, what does that look like?
• Why are you leaving your current position or if not currently employed, what interests you about this position?
• How would your current manager (or previous manager) describe you?
• Tell me about your work style (or strengths)? For example; how do you stay organized?
Interview - In Person Questions

1. Current (or last job) favorite task/least favorite task.
2. What motivates you?
3. How do you like to be managed?
4. What type of environment do you thrive in?
5. One thing that you can’t tolerate in a work environment?
6. How do you measure your success?
7. Can you give me an example of one thing you are most proud of in a work accomplishment?
8. Provide an example of overcoming challenge/obstacle regarding workplace communication?
9. Where do you see yourself in the future?
10. If you could do anything in the world and not worry about getting paid, what would it be?
Setting Yourself Up for Success

• Document job processes, restate expectations clearly
  – Establish authority and accountability, communication preferences, etc.

• Take turns shadowing
  – Have them to shadow you, then shadow them and provide immediate feedback

• Set up temporary 2-4 week temp to perm expectation if hourly staff
  – If not the right fit, personality, capabilities, part ways sooner rather than later
Management 101

• Feedback and recognition
  – Provide recommendations or suggestions on opportunities to correct/improve behavior or activity
  – Look for specific ways they are doing a good job and acknowledge to them

• Provide performance reviews
  – Every 6 months or once a year (consider annual salary increase 5-10% for good performance)

• Tie bonus compensation (annual bonus) to achieving financial business goals
  – Motivates staff to raise the bar on their efforts and get rewarded above and beyond
Final Thoughts

• Know thyself
• Communication is a critical component
• Management isn’t hard if you outline clear expectations and follow up
• Treat your staff well but establish boundaries.

Remember you are ultimately responsible for your business not them.