



Hiring your Dream Team

By Janet Steward

The road to hiring the right people for the right positions is fraught with landmines and potholes along the way. Why is it that some practices seem to be able to keep staff for decades at a time while others seem to have turnover every other month? Why do some practices struggle to find good people while others not only find them but keep manage to keep them too? Could it be that some practices fly by the seat of their proverbial pants from one crisis to another while others plan ahead and put structure and systems in place that help assure the success, productivity and satisfaction of their team members? We believe that the latter does not happen without deliberate planning. A successful organization needs a specific set of fair and consistent management rules. Team members need to feel valued and important contributors to the organization. None of this happens by chance; instead it happens as a result of having in place and following some specific guidelines. Here is a checklist of things that will help pave the way to your success

1. Setting the Management Stage

- a. Using your strategic goals and practice vision as guidelines, design your Organizational Chart. This is a list of how many people are needed in your practice, what positions they fill and who reports to whom.
- b. Select your Employee Manual including such factors as benefits, vacation, sick leave if any, paid holidays, maternity leave, jury duty, vacations, and so forth. It is important that this document be legal so we highly recommend using a reputable human resources company or attorney.
- c. Develop standardized expectations for everyone who works in your practice, such as positive attitude, contribution, team spirit, and so forth.
- d. Write detailed position descriptions for each position in your practice.
- e. Based upon the market size and location of your practice, determine pay ranges for each position based upon this comparative data, position type and number of years experience a new team member might have.

2. Setting Expectations:

- a. If you are a brand new practice you will need some specific cash flow planning. Determine what positions you'll need in the first three months, three to six months, and six months to a year.
- b. Separate your needs versus your wants in terms of education, licensure and other qualifications, such as work experience. For example, you might require a certain minimum level of experience but prefer to have even more.
- c. What personal attributes do you expect, including standard expectations for all team members?



- d. DISC Behavior Profiling is a powerful tool that can exponentially increase your likelihood of hiring the right candidate for the right position. Decide ahead of time what DISC Behavior Style would be best suited for the position.

3. Hiring Process:

- a. Set a clear timetable for the entire hiring process. For example, you will want to place the advertisement 3-4 weeks before the position must be filled, begin interviewing within 3-4 days, and so forth.
- b. Identify how you will recruit the best candidates. This could include networking with colleagues, local area schools if you are willing to hire a recent graduate, newspaper advertising, and other strategies.
- c. If advertising in newspapers or local media write out the advertisement for the position and then place the advertisement.
- d. Determine whether it would be best for the applicants to respond via email, fax, mail or in person.
- e. Develop a standardized set of telephone screening questions so that you do not waste your time or the applicant's time by bringing in unsuitable candidates for interviews.
- f. Once you have screened the candidates down to the top three to five for each position, bring the top candidates in for their interviews.
- g. Develop a second series of questions for these interviews. They should be customized based on the position, experience needed, attitude and behavior style desired.
- h. Narrow the field down and consider bringing the top couple in for a second interview and the meet with any other relevant team members.
- i. Check references and do background checks on the administrative personnel who will be handling money.
- j. Hire the best candidate. If there isn't one, re-open your search - don't hire the best of a bad bunch.

4. Set them up for Success:

- a. Orientation and training can make or break the success of the candidate. The process should be clearly laid out ahead of time. Determine what items need to be covered during the orientation such as the mandatory employee forms, review of Employee Manual and position description.
- b. Determine in what order the various policies should be trained. Schedule training according to a specific timetable and test the candidate's knowledge and implementation abilities at each stage of the process.
- c. Set up a series of scheduled meetings to follow up with the candidate on training progress and how they are settling into the practice (2 weeks, 4 weeks, 6 weeks, 10 weeks, 16 weeks etc).