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Staffing Your Practice Right

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Learning Objectives

- Describe why an allergy practice needs an employee handbook and list the key elements to include in an employee handbook.
- Identify strategies for evaluating employees and promoting teamwork among allergy practice staff
- List three methods you can use to identify quality candidates for your open positions
- Understand the concept of employment "at will" and what it means for your practice

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Hiring for Success: Find the Right Fit






Hiring for Success: Find the Right Fit

- Determine what qualifications are required for the position:
 - List clearly the specific expectations of what the candidate must accomplish
 - List the technical knowledge, license or skills the candidate must have
 - Identify behavioral characteristics the candidate needs for success
 - Identify and list the traits displayed by your existing top performers
 - What does a “Team Player” do to earn that title?



Reduce Risk in the Employment Process


1. Review application thoroughly, checking for any blanks, and make sure it's signed
 - You need permission/consent for background or reference checks
2. Limit your interview questions to those relating to the job and permissible by law
 - Don't ask about their age, marital status, children and/or child care issues, medical conditions, disabilities, race or religion




Reduce Risk in the Employment Process

3. Limit time spent with each applicant
4. Ask the same questions of everyone and document their answers
5. Ask if they have any letters of recommendation
6. Make notes to refer back to when selecting your top candidate(s)
7. Discuss job duties, hours, days, and salary


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Reference Checks



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Reference Checks

- Background checks depending on the position and costs involved
- Call the references they have listed
- Past employers will normally verify dates of employment, salary, and if employee is eligible for rehire


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Job Offer

- Invite top applicants for a second interview with immediate supervisor
- Offer a “work with” session for an hour (paid or unpaid)
- Discuss employment offer and introduction to your office handbook






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The Employee Handbook

- A double-edged sword
 - Can be useful to provide practice policies
 - Can be used against you if poorly drafted or if policies are not followed
- To preserve employee's "at will" status, include statements that the handbook does not create, express or imply a contract, and state that the employment remains "at will"
- State laws governing handbooks vary
- Bottom Line: **Have it reviewed by an attorney**




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Employee Handbook – Include:

1. Mission and vision of the group/practice
2. Attendance and tardiness
3. Work schedules
4. Leave (sick, vacation & holiday)
5. Drug and alcohol use in the workplace
6. Sexual harassment
7. Pay schedules
8. Benefits
9. Grounds for discipline and termination

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Employee Handbook – Exclusions:

1. Don't use any language which gives rise to the idea that the employee will only be fired "for cause"
2. Don't refer to the first few weeks of employment as the "probationary period"
3. Don't set out a discipline plan that must be followed before termination (oral warning, written warning, day off without pay, etc.)

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Reduce Risk of Employment Liability

- How should you treat employees on a daily basis? This can help avoid employment lawsuits.
 - Treat employees with respect, courtesy, and friendliness
 - Strive for constant communication in fact
 - Base decisions solely on performance and qualifications
 - Recognize good behavior


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Questions?




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Getting Ready to Interview

- Determine the office needs and the personality characteristics of the desired employee
(strong work ethic, detailed oriented, accurate, personable, honest professional)
- Review the office Standard Operating Procedures
- Review the detailed job description and daily functions and responsibilities of the position

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Getting Ready to Interview: Review Employee Handbook

It is important to accurately discuss parts of the employee handbook, during the interview:

- Mission statement
- Office hours & employee hours
- Classification of regular full time/part-time
- Policies and procedures
(attendance, cell phones)
- Wages and benefits (2nd interview)

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The Candidates

- Review the resumes for content structure and organization
- Ask the candidates to fill out a written application to assess handwriting, grammar and spelling
(should be neat, accurate & complete)



The Interview

- The candidate should be on time for the interview and dressed appropriately
- Arrange for at least 1 other professional to interview the applicant
- Ask open ended questions and **listen carefully** to the answers and responses
- Try to speak less and listen MORE!!
- Don't become impatient and hire quickly: **avoid hiring the NO person**



The Interview

- If candidate is a medical professional (RN, LPN, MA, CNP, PA) ask specific medical questions that the applicant should be able to answer based on experience and education
- If the candidate is an office administrator or bookkeeper, consider asking your accountant to help interview the applicant




Interview Questions

“Describe your current position”

“What were your main responsibilities?”

“What do you usually do **first** when you arrive at work?”

“How do you typically plan your day?”



Interview Questions

"Describe a typical work day"

"What do you like about your current (or previous) position? "

" What was your least favorite part of your job? How would you have improved it?"

"How would you describe yourself?"

"What are your strengths? What special skills would you to bring to this position?"



Interview Questions

"What are your long range goals and objectives? Where do you see yourself in 5 years?"

"What are your thoughts regarding this position? Do you have any questions?"

Is the applicant familiar with your company? Did they visit your web site?



Interview Questions

"How interested are you in this position?"
(on a scale of 1 least interested to 10 most)

"Why do you feel this position would be a good fit for you and for us?"


"Are you interviewing for other positions, what type?"



Interview Questions


"Can you provide work-related job references that we can call such as your supervisor, manager?"

Has the applicant signed and dated the background check agreement form?



Evaluating the Candidate

- Does the applicant have the characteristics and personality for the position?
(strong work ethic, detailed oriented, accurate, honest, personable, professional)
- Listen very carefully to the answers and communication during the interview
- What type of body language does applicant exhibit?




Evaluating the Candidate

Emotional Development:

Measurement of the individual's level of patience, self-esteem and confidence.

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Emotional Development:


Probe: Tell me about a time in a previous job when you expected too much of yourself.

Interpretive Guide: Does it appear the candidate expects too much from him or herself?

Probe: Do you believe you tend to be your own worst critic at times? If so, in what way?

Interpretive Guide: Does the candidate set goals which appear to be unattainable, thus setting him/ herself up for failure?

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Emotional Development:

Probe: Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault.

Probe: How did you rectify the situation?

Interpretive Guide: Does the candidate admit that he/she tends to be impatient with others? Does the candidate use sound judgment and maturity to resolve the problem caused by his/her impatience?

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Evaluating the Candidate

Personality Testing and Assessment

Find out if the personality profile of the candidate has the **positive strengths and attributes** needed to be successful in the position.

Discover the learning style of your new employee to help enhance job performance and success.



Carl G. Jung: 1875 to 1961


Swiss Psychotherapist & Psychiatrist

Founded analytical psychiatry

- Theory of psychological types: preference of attitude

Extraverted (E) vs. Introverted (I)

Individuation: process in which the various parts of a person, including the conscious & unconscious, become completely integrated so that the individual becomes his or her "true self."





Carl G. Jung: 1875 to 1961

- Characterized preferences within the two pairs of its mental functions: one is dominate


The "rational" (judging) functions:
thinking and feeling

The "irrational" (perceiving) functions:
sensation and intuition




Evaluating the Candidate

- Jung Career Indicator:
<http://www.humanmetrics.com/hr/JTtypesResult.aspx>



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The Myers-Briggs Type Indicator

- Katharine Cook Briggs and her daughter, Isabel Briggs Myers studied extensively the work of Jung, turning the theory of psychological types to practical use
- Originally developed to help women post WWII to find the job that would be "most comfortable and effective"
- The indicator is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions

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The Myers-Briggs Type Indicator

Extraverted or Introverted? Do you get your energy from other people, or from your own internal world?

Sensing or Intuitive? Do you focus on the present and what you can see, or the future and what you can imagine?

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The Myers-Briggs Type Indicator

Thinking or Feeling? Do you make decisions based on logic, or on values and people?

Judging or Perceiving? Do you prefer things structured and organized, or flexible and spontaneous?

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The Achiever Pre-employment Assessment: Measures

6 Mental aptitudes: cognitive abilities

10 Personality dimensions exhibited within an individual as they relate to the job

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Mental Aptitudes


Mental Acuity - learning, judgment, problem-solving and reasoning ability

Business Terms - knowledge of basic business terms

Memory Recall - knowledge of current events

Vocabulary - general English, vocabulary

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Mental Aptitudes

Numerical Perception - ability to handle numerically related tasks quickly and accurately

Mechanical Interest - interest in the mechanical area

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Personality Dimensions

Energy - energy and drive level;
how tension and stress are handled

Flexibility - integrity, reliability,
dependability and work ethics

Organization - ability to plan and
utilize time wisely

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Personality Dimensions

Communication - individual's
desire to meet and interact with
people

Emotional Development - level of
self-confidence and ability to
handle pressure

Assertiveness - whether a person
is a leader or a follower

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Personality Dimensions

Competitiveness - whether a person
is team-spirited or individualistically
competitive

Mental Toughness - ability to
persevere and deal with obstacles in
life without giving up

Questioning/Probing - desire to ask
questions and probe

Motivation - whether person is
security-motivated or recognition,
incentive and commission oriented




This Position

		Mental Aptitudes										
		1	2	3	4	5	6	7	8	9		
MENTAL ACTIVITY	Slow Learn	[.....]										Fast Learn
BUSINESS TERMS	Unfamiliar	[.....]										Knowledgeable
MEMORY RECALL	Unaware	[.....]										Aware
VOCABULARY	Limited	[.....]										Strong
NUMERICAL PERCEPTION	Imprecise	[.....]										Accurate
MECHANICAL INTEREST	Indifferent	[.....]										Interested

		Personality Dimensions										
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[.....]										Calm
FLXIBILITY	Flexible	[.....]										Rigid
ORGANIZATION	Disorganized	[.....]										Planful
COMMUNICATION	Reserved	[.....]										Interactive
EMOTIONAL DEV	Impatient	[.....]										Tolerant
ASSERTIVENESS	Cooperative	[.....]										Assertive
COMPETITIVENESS	Team Player	[.....]										Individualist
MENTAL TOUGHNESS	Sensitive	[.....]										Tough
QUESTIONING PROBING	Testing	[.....]										Skeptical
MOTIVATION	Security	[.....]										Recognition

		Validity Scales										
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[.....]										Fragments
IGNORANCE	Choose Answer	[.....]										Choose Middle


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Correlations Examples

- High mental acuity compensates for low organization
- High flexibility re-enforces structure of high organization
- High mental acuity enhances innovation of low flexibility
- Low flexibility enhances creativity of low mental toughness
- Low mental toughness tones down high assertiveness

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Correlations Examples

- High competitiveness** re-enforces dominance of high assertiveness
- Low flexibility & high competitiveness** leads to 'cheating'
- High organization** compensates for lower Mental **acuity**
- High energy score** (calm) re-enforces lack of motivation of high emotional development (tolerant)

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Correlations Examples

Mid-range in Energy and Emotional Development = **Drive**


+ Add high Assertiveness and Motivation to Drive = **Ambition**

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Summary

- Adequately prepare to interview the candidate (job description, hours, policies and procedures)
- Schedule other office professionals to interview the candidate
- Listen carefully to the answers and responses during the interview and compare results with the other professionals who interviewed the candidate



Summary

- Consider testing the candidate using the “Achiever Pre-employment Assessment: Measures”
- Hire the best and most qualified candidate for the job description who has the personality characteristics needed to be successful


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References: Special Acknowledgment


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Employment “At Will”




Most Important... KNOW THE LAW

Check with your State Department of Labor.


A doctor developed his own personnel policy manual. Referencing the "at-will" language in his manual, he terminated an employee. The employee sued the doctor for unfair termination and breach of policies. The doctor eventually agreed to an out-of-court settlement to avoid the time, stress, and expense of continuing to fight the suit.



Employment at Will – What Does it Mean?

- An employer does not need good cause to fire you. Employees have the same right to terminate a relationship.
- If not specified – law presumes you are employed at will


**TOO MANY EXCEPTIONS TO
RELY ON THIS.**



Some Exceptions....

- Civil rights (protection against discrimination)
- Public interest – jury duty, military duty, etc.
- Employee's rights against retaliation
- Oral or written statements which can be construed to nullify "At Will"
- Breach of covenant of good faith

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Implied Contract

- If Implied Contract exists (including written or oral promises) – Implied Contract has the power to cancel the “At Will” relationship
- Avoid “probationary” relating to job status - use “orientation” or “training period”
- Refer to “regular employees” rather than “permanent employees”
- Employee handbooks

“If hired, I understand that employment with the practice is not for a specified term and can be terminated at will, with or without cause, and with or without notice, at any time, either at the option of the employee or the employer.”

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Employee Retention



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Maslow's Hierarchy



Personal Growth

- Education tuition reimbursement
- Skills training
- Workout facilities

What can you think to add to your employees self improvement?

[illegible]

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Benefits of Retention


- Innovation
- Decreased costs
- Increased services & efficiency

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It's difficult for us to keep staff. We keep losing them to the fast food industry.

DAVE COVERLY

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Each of us has worked for someone at some point in our lives. Think back – what could they have done better to show you that you were appreciated or relieve some stress.

- Compensation – raises & pay equity
 - Raises - merit based
 - Pay equity
- Benefits in addition to insurance
- PTO, dress down days, luncheons, employee awards, birthdays



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- Clear management structure
 - Avoid “Too many chiefs and not enough Indians”
- Part time & flexible schedules
- Response to employees

Support the success of your employees....it will help you to magnify your own success.

- Evaluate workload
- Facility cleanliness

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**Find Out What is Important
to Your Staff...**