

## Recruiting and Interviewing Techniques to Hire Exceptional Talent

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### About Linda Duffy



Linda M. Duffy  
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As Founder and President of Ethos Human Capital Solutions, Linda has parlayed 20 years of executive human capital experience into a thriving business of recruiting, consulting, training, and organizational development. Known as "The People Problem Solver®," Linda develops strategies for business leaders to get the right people, systems, and culture in place to achieve their goals. Linda's clients include high-tech businesses, manufacturing firms, non-profit organizations and sole practitioners, and she specializes in addressing the specific challenges of Founder/CEO-led businesses.

Linda is a certified Senior Professional in Human Resources (SPHR) and received her MBA from Webster University in 2012, where she is a member of the Delta Mu Delta honors society. Linda's human capital expertise is featured in the new book "Roadmap to Success," alongside chapters authored by Dr. Deepak Chopra and Dr. Ken Blanchard.



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### Agenda

- ▶ Provide a proven system for hiring success
  - ▶ Easy 5-step process
  - ▶ Aligns your recruiting to your business strategy
  - ▶ Ensures you hire people who can DO the job
- ▶ Ideas for sourcing/recruiting talent
- ▶ Interviewing tips
- ▶ Questions



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#1: Identify Your Business Goals for the Next 12-24 Months

- ▶ What are your strategic plans?
- ▶ How will your business change over the next 12 months?
- ▶ What results do you want?
- ▶ Will you offer new services or expand geographically?
- ▶ Do you have key people who will be leaving or joining you?
- ▶ How will you describe your practice one year from now?

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#2: Identify What Your Future Hire Must **DO** to Support the Business Goals

- ▶ What must the new hire **DO** to be successful?
- ▶ What must the new hire achieve to support the business objectives?
- ▶ How will you measure success?
- ▶ One year from now, what has the new hire done/achieved to make you a raving fan?

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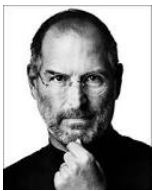
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DO v. Have

What do **Bill Gates** and **Steve Jobs** have in common?





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**How Will You Measure Success?**

- ▶ Revenue Per Employee
- ▶ Expense Reduction
- ▶ Number of Patients/Day
- ▶ Net Cash Flow
- ▶ Average \$\$/Service
- ▶ New Patients
- ▶ Accounts Receivable
- ▶ Patient Retention
- ▶ Patient Satisfaction
- ▶ Quality/Error Rate
- ▶ Gross Margins
- ▶ Staff Turnover



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**5 Ways to Measure Success**

- ▶ Money – revenue increased; costs decreased; budget managed
- ▶ Time – process time decreased; time per patient
- ▶ Quantity – number of patients seen; number of staff managed; number of procedures completed
- ▶ Quality – product/process defect rate; skills improved; performance rating
- ▶ Human Reaction – evaluation scores; feedback received; patient satisfaction surveys



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**Practice Revenue Example**

- ▶ Grow revenue in 2015 from \$3M to \$4M
- ▶ How?
  - ▶ Organically or through acquisition?
  - ▶ In one service area or across the board?
  - ▶ Will you add new services?
  - ▶ Will you sell products?
  - ▶ Will you expand into new area geographically?



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**Identify Measureable Deliverables**  
**Example: Medical Assistant**

- ▶ Maintain 100% accuracy of patient files and insurance forms to reflect all procedures provided by completing all records by the end of the business day
- ▶ Take all vital signs and do in-take interviews of patients in under 10 minutes each
- ▶ Sell \$500 per week by suggesting needed products to patients



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**#3: Create a Success Profile<sup>SM</sup>**

- ▶ About the Company
- ▶ Position Summary
- ▶ Deliverables (with measurements!)
- ▶ Preferred Attributes
- ▶ Travel Requirements
- ▶ Compensation
- ▶ How to Apply

▶ Download sample Success Profiles at:  
<http://ethoshcs.com/resources>



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**#4: Source Internal and External Talent**

- ▶ Do you have internal talent who can do the job?
  - ▶ No – recruit externally
  - ▶ Yes –
    - ▶ Do you need to backfill?
    - ▶ Is there a way for current employees to express interest in, or apply for, new openings?
  - ▶ Partly – can you develop an existing employee?



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**Sourcing External Talent**

- ▶ Zip Recruiter
- ▶ Employee referral program
- ▶ Job boards
- ▶ Career Colleges
- ▶ Networking
- ▶ Associations
- ▶ Source on LinkedIn
- ▶ Social Media
- ▶ Post on your company website
- ▶ On-site Seminar
- ▶ Social Events
- ▶ Job Fairs
- ▶ Former EEs and Interviewees
- ▶ Competitors
- ▶ YouTube
- ▶ Bloggers
- ▶ Social Media
- ▶ Hire a recruiter 



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**Employee Development**

- ▶ On-the-job training (OJT)
- ▶ Job shadowing
- ▶ Job rotation
- ▶ Online forums
- ▶ Associations
- ▶ Networking
- ▶ Mastermind groups
- ▶ Self-study
- ▶ Outside training
- ▶ Online classes
- ▶ Degreed programs at local schools
- ▶ Hire a coach
- ▶ Mentoring program



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**#5: Interview for Success**

**Process**

- ▶ Use a 15 minute phone screen
  - ▶ Ask 2-3 "make or break" questions
- ▶ Consider panel interviews
  - ▶ Include supervisor, peers, and direct reports
  - ▶ Train them first!
  - ▶ Takes the pressure off inexperienced interviewers
  - ▶ Gets buy-in on both sides
- ▶ Ensure the candidate and direct supervisor get 1:1 time



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#5: Interview for Success

- ▶ Design behavioral interview questions based on the Success Profile
- ▶ Describe a time when...
- ▶ Tell me more about...
- ▶ What did you...?
- ▶ How did you...?
- ▶ Avoid Yes/No questions!!

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Medical Assistant

- ▶ Deliverable: Maintain 100% accuracy of patient files and insurance forms to reflect all procedures provided by completing all records by the end of the business day
- ▶ What steps do you take to ensure the accuracy of your patient files?
- ▶ What is your process for completing patient records?
- ▶ How are your files audited for accuracy?
- ▶ What is your file accuracy %?
- ▶ Describe a day in your current position.

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Medical Assistant

- ▶ Deliverable: Take all vital signs and do in-take interviews of patients in under 10 minutes each
- ▶ What steps do you take when you first meet with a patient?
- ▶ What questions do you ask the patient?
- ▶ What vital signs do you take?
- ▶ How long do you spend with each patient?
- ▶ How many patients do you typically see in a workday?

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**Medical Assistant**

- ▶ Deliverable: Sell \$500 per week by suggesting needed products to patients
- ▶ What products do you currently offer in your office?
- ▶ Do you have a sales quota?
- ▶ What do you say to patients to suggest products?
- ▶ Tell me about a time you made a big product sale to a patient.



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**Legalities of Interviewing**

- ▶ Keep the questions related to the job!
- ▶ DFEH publication 161
  - ▶ <http://www.dfeh.ca.gov/res/docs/publications/dfeh-161.pdf>
  - ▶ Lists acceptable and unacceptable inquiries
- ▶ Our Interviewing Webinar
  - ▶ <https://www.youtube.com/user/EthosHCS>



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**After Interviews**

- ▶ Get back to candidates!
- ▶ The landscape is changing and it's a seller's market!



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Questions & Answers

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Thank You

- ▶ If you have questions regarding payroll situations, please contact us:
  - ▶ [Linda@EthosHCS.com](mailto:Linda@EthosHCS.com)
  - ▶ [Kimberly@EthosHCS.com](mailto:Kimberly@EthosHCS.com) (Recruiting Manager)
- ▶ Our next webinar:
  - ▶ September 23 at 11:00 a.m.
  - ▶ Topic TBD
- ▶ Sign up for our complimentary newsletter on our Contact page: <http://ethoshcs.com/contact>

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How Ethos Can Support Your Recruiting

- ▶ **Retained search**
  - ▶ We offer a one year guarantee on most jobs
- ▶ **80/20 search**
  - ▶ Perfect for multiple openings of the same job. For one flat fee, we do 80% of the work to find you 20 qualified candidates.
- ▶ **Hourly consulting**
  - ▶ Success Profile creation; recruiting process development; interview question design
- ▶ **Skills testing**
  - ▶ Online testing for over 1800 skills
- ▶ **Interview training**
  - ▶ Manager training to develop interviewing skills

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