



EFFECTIVE INTERVIEWS TO FIND THE RIGHT PERSON

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1

Legal Disclaimer

2



01

Laws vary by state. Care should be taken to review applicable laws within your area to ensure compliance.

02

The purpose of this presentation is to provide an overview of the issues you should be familiar with.

03

Nothing contained herein should be considered legal advice.

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2

Agenda



Review issues practices need to be aware of



Organize your approach



Help you find the right person



F4T's along the way...
• "Food for Thought"
• 7 of them

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01

Like shopping for cars, you are looking for team members

02

Why are you looking at Focus when you need a van???

03

If you can't afford a Navigator, get an Edge



Determine what you **NEED**....



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6

Are You **Up to Snuff**?



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7

Salary Range



1 Need to be "In the Ballpark"

2 Sources

- Local hospitals
- Job postings
- Online Resources

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Salary.com



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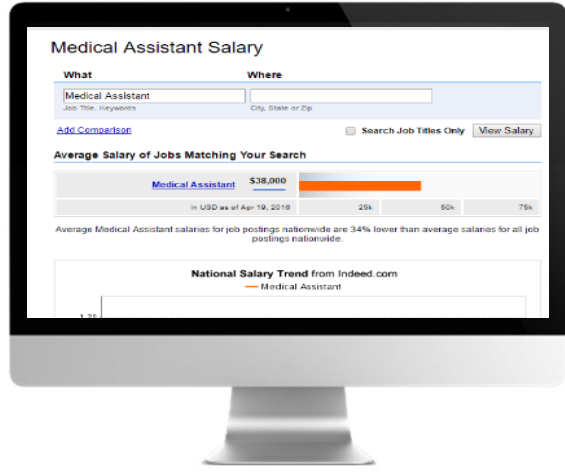


Indeed.com

Find Jobs Find Resumes Employers / Post Job

indeed
one search. all jobs.

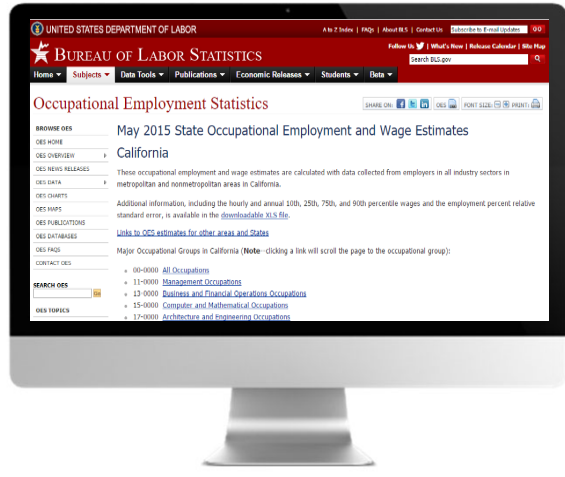
what: job title, keywords or company



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Bureau of Labor Statistics



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Occupation code	Occupation title (click on the occupation title to view its profile)	Level	Employment	Employment RSE	Employment per 1,000 jobs	Location quotient	Median hourly wage	Mean hourly wage	Annual mean wage	Mean wage RSE
	Other									
31-0000	Healthcare Support Occupations	major	352,700	1.3%	22.760	0.79	\$15.56	\$16.91	\$35,180	0.6%
31-1011	Home Health Aides	detail	31,730	6.9%	2.047	0.34	\$11.42	\$13.26	\$27,580	2.1%
31-1013	Psychiatric Aides	detail	2,180	11.2%	0.140	0.28	\$13.58	\$14.20	\$29,530	1.6%
31-1014	Nursing Assistants	detail	98,040	2.1%	6.327	0.61	\$14.01	\$14.96	\$31,110	1.0%
31-1015	Orderlies	detail	4,150	6.1%	0.268	0.70	\$17.86	\$18.77	\$39,040	1.4%
31-2011	Occupational Therapy Assistants	detail	1,920	15.1%	0.124	0.48	\$32.83	\$30.55	\$63,550	2.1%
31-2012	Occupational Therapy Aides	detail	810	21.1%	0.052	0.95	\$15.16	\$19.49	\$40,530	7.6%
31-2021	Physical Therapist Assistants	detail	4,920	8.3%	0.318	0.54	\$31.76	\$30.11	\$62,630	1.6%
31-2022	Physical Therapist Aides	detail	6,400	5.6%	0.413	1.13	\$13.22	\$14.23	\$29,590	1.3%
31-9011	Massage Therapists	detail	14,330	8.0%	0.924	1.38	\$18.72	\$20.83	\$43,330	2.6%
31-9091	Dental Assistants	detail	49,210	2.2%	3.175	1.36	\$17.83	\$18.62	\$38,730	1.4%
31-9092	Medical Assistants	detail	82,830	2.9%	5.345	1.23	\$16.28	\$17.04	\$35,440	0.8%
31-9093	Medical Equipment Preparers	detail	6,350	5.5%	0.409	1.12	\$21.40	\$21.69	\$45,120	1.5%
31-9094	Medical Transcriptionists	detail	3,990	5.9%	0.258	0.61	\$21.81	\$21.15	\$44,000	3.7%
31-9095	Pharmacy Aides	detail	10,460	7.4%	0.675	2.45	\$14.13	\$15.97	\$33,230	2.4%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	detail	10,410	7.8%	0.672	1.23	\$13.22	\$14.00	\$29,120	1.9%
31-9097	Phlebotomists	detail	12,780	4.8%	0.825	0.96	\$18.04	\$18.73	\$38,960	1.2%
31-9099	Healthcare Support Workers, All Other	detail	12,200	6.2%	0.788	1.14	\$20.06	\$20.91	\$43,500	3.9%

12

Find GREAT employees and avoid the crazy ones....

13



Great Employee

What makes a great employee?

- Personality Traits
- Educational Background
- Experience

Crazy?

What drives you crazy?

- Chronically late
- Wrong skill set
- Terrible customer service skills

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13



Advertise Where Candidates Visit 14



Ask Around
• Employees



Post ad in Waiting Room
• Good
• Bad



Look for similar positions
• Craigslist, Local Paper/Boards, Indeed, LinkedIn & ZipRecruiter

You have to be looking for the "Ideal Person" at the exact same time the "Ideal Person" is willing to consider working for you.

Always be recruiting!



14

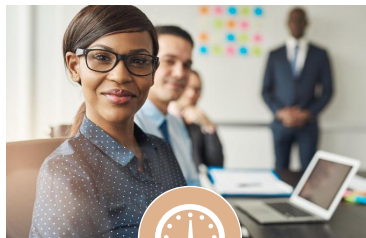
15

How do you Stack Up?

May need to adjust



Salary



Hours



Days / Week

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15

How Do You Stack Up?



NOW HIRING FOR OUR FORT WORTH LOCATION!

CASHIER OR GIFT ASSOCIATE	\$13.00 - \$15.00 HOUR
FOOD SERVICE, MAINTENANCE	\$14.00 - \$16.00 HOUR
TEAM LEADER	\$15.00-\$18.00 HOUR
ASSISTANT	\$18 AND UP

3 WEEKS PAID TIME OFF. USE IT, CASH IT, ROLL IT.

- Warmly Greet Patients
- Understand Nuances of Insurance Claims Filing
- Calculate Deductibles
- Phone Etiquette
- Appearance

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F4T#1: Experience vs. Education

- 1 HIRE PERSONALITY**
Hire the personality and train the skill(s)
- 2 PROBATION**
Good "probation" period allows you to weed out candidates
- 3 TEMP AGENCY**
Consider temp agency to run them through
 - Usually cost \$3-5 more per hour
 - Gain the flexibility needed to offer a "trial run"



F4T#2: Treat Your Candidates Well



Reputation

- Treat them well
- They can become ambassadors
- May tell others they know about the opening

Treatment

How were you treated when you interviewed there?

- Good- Continue the legacy
- Bad- Fix the problem

Resumes



- 01 Review job history
- 02 Look for gaps in employment listed
- 03 Look for "job hoppers"
 - 1-2 years acceptable



Cover Letters

- 01 Good Screening Tool
- 02 First Impression
- 03 Quickly Summarize Applicable Experience
- 04 Look For Attention To Detail
 - Grammar
 - Typing Skills
 - Message
 - Why they want to work there?
 - What relevant experience?

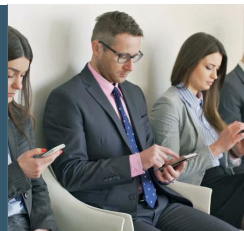
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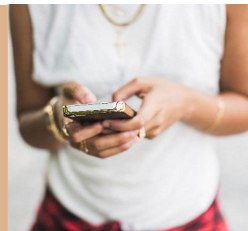
Phone Interview



First Impression



Prepare Questions



Learn Communication Skills

- In Pediatrics over 80% of patient contact is over the phone
- Look for traits you want representing your practice



Quick way to screen the Candidates



Do not discuss intimate details of the job yet. Save that for later! Otherwise a smart candidate with simply tell you what you want them to hear during the call and/or interview.

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Phone Interview Questions

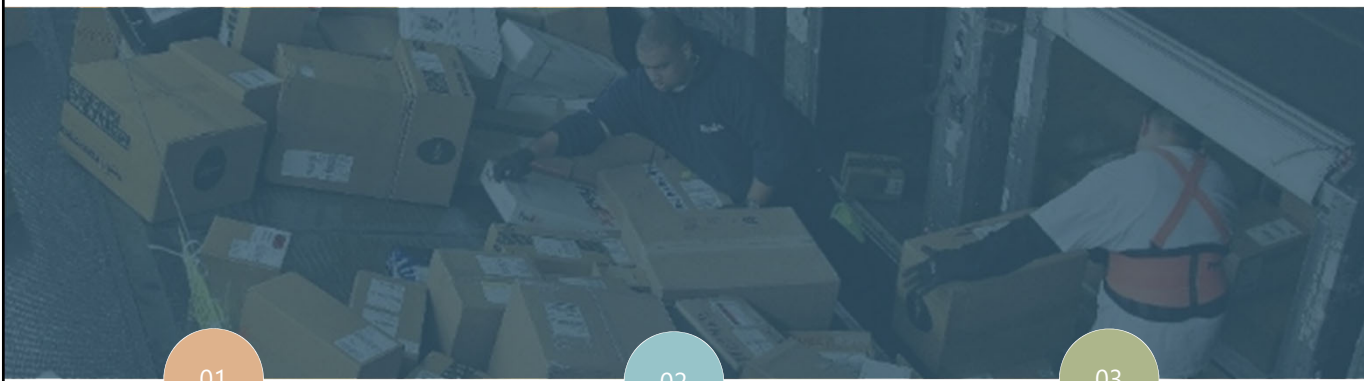
1. Review past jobs, job title and job description, dates of employment.
 - Title
 - What Did You Do?
2. What were your responsibilities?
3. Why are you leaving your job?
4. What are your salary expectations?
5. What interests you about this job?
6. Why do you want this job?
7. What applicable attributes / experience do you have?
8. Do you think you are overqualified for this job? If so, how will you handle that?
9. What can you do for this practice?
10. What do you know about this practice?
11. Why do you want to work here?
12. What major challenges and problems did you face? How did you handle them?
13. What can you contribute to this practice?
14. Is there anything I haven't told you about the job or practice that you would like to know?

Why Onsite Interview?

- 01 Appearance
- 02 Body Language
- 03 See how they interact with others
- 04 Likable personality?

Does this person represent your practice? Would you be proud of this person to represent you in the community?

F4T#3: UPS



01

90% don't last a month

02

Walk through the facility

03

Show them the gory details

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Onsite Interview



WORK FLOW

Show them the work flow



SHOW

Show them around



INTRODUCE

Introduce them to the staff

- Staffers usually read people better than me
- Ensures the person wouldn't be overwhelmed



INTERRUPTION

Avoid Interruptions & Provide 100% Attention

- Turn Off Cell Phones
- Divert Practice Issues

Actively Lead The Interview Process

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Ask What They Think

1. What did you think of the office?
2. What did you think of the employees you met?
3. Did you notice anything that could be done better?
4. Is there anything you saw that worried/concerned you?

Questions to Avoid

Many questions asked are illegal because they violate the protected class status as defined by the Civil Rights Act of 1964. That Act specifically states that no one will be denied employment based upon their sex, race, color, religion, national origin and it was recently expanded to cover sexual orientation/preference. There's also the Age Discrimination Act of 1975, Americans with Disabilities Act and the Pregnancy Discrimination Act of 1978 along with same-sex/transgender protections.

F4T#4: No Free Run

01

If someone being interviewed mentions something about their family, religion or any protected class issue(s), you can acknowledge it.

02

Example

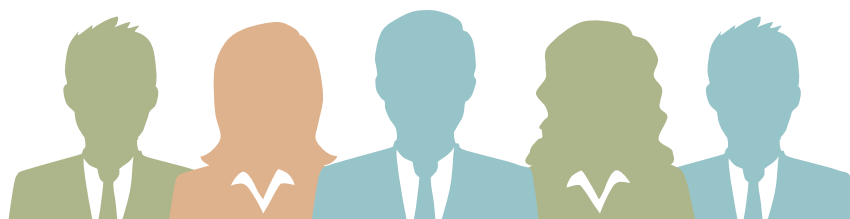
- My children come here...
- My church does medical mission trips...
- My "partner" suggested I interview here...

03

This does not give you the liberty to talk about it

04

Acknowledge and move along



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Stupid Questions

- Are you married?
- Do you have kids?
- What's your religion or do you celebrate religious holidays?
- Are you pregnant?
- What's your race/nationality?
- How much do you weigh?
- What's your sexual preference?
- How old are you?
- Do you have any disabilities or health problems?
- Do you use drugs or alcohol?

<https://www.smartrecruiters.com/blog/10-most-common-illegal-interview-questions/>

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Topics to Avoid...(Part 1)

Age

Is irrelevant unless you are concerned about child labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.

Arrest Record

Do not ask at all - you may ask about convictions, but even then it would have to be relevant to the position in order to lead to immediate rejection.

Association and Credit Affairs

This information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.

Bankruptcy and credit affairs

Never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.

Citizenship

Unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.

Disability

The Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability - it is crucial to focus on the job, not on the disability.



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Topics to Avoid...(Part 2)

Driver's license

Avoid asking about it unless the job requires one since it could statistically screen out females, minorities and/or individuals with disabilities.

Educational Attainment

Relevant if it is directly related to successful job performance - if not, avoid it because it could potentially screen out minorities.

Emergency contact information

Unnecessary at the application stage - and it can be discriminatory if it reveals information about the applicant's membership in a protected class.

English language skills

Only ask if it is a requirement of the job (i.e., Bi-lingual needed) - otherwise it could be construed as national origin discrimination.

Height and weight

Can be discriminatory against females, and some ethnic groups- it is important to focus on what the job requires, not the person's physical characteristics.

Marital status/name changes/spouse/children

Any questions relating to these issues may be construed as discriminatory, especially against women - none are job-related.



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Topics to Avoid...(Part 3)

- 01 **Organization or club membership** - this might reveal protected class information and it is irrelevant (i.e., Knights of Columbus, NAACP or Diabetes Association)
- 02 **Race, color, religion, sex, or national origin** - EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have grounds for a discrimination suit if any of these questions were part of the application process.
- 03 **Union affiliation** - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation.
- 04 **Veteran status/military records** - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment but that other factors will be taken into consideration.
- 05 **Weekend work/shift changes** - unless required for the job, the applicant should not have to state whether or not they can work on the weekends - this could screen out applicants who cannot work on some weekend days because of their religious beliefs.



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Reword Things a Bit...(Part 1)



- U.S Citizen**
Are you a U.S. citizen?
• Are you lawfully employable in the United States either by virtue of citizenship or by having authorization from the INS and the Labor Department?
- How Old?**
How old are you?
• Are you over the age of eighteen?
- Children?**
Do you have any children? What are your child care arrangements?
• Questions about family status are not job-related and should not be asked.
- Clubs?**
What clubs or organizations do you belong to?
• What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
- Claim**
Have you ever filed a workers' compensation claim?
• You may not ask this question or any related question during the pre-offer stage.

<https://www.themuse.com/advice/how-to-answer-the-31-most-common-interview-questions>

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Reword Things a Bit...(Part 2)

 <p>Disabilities</p>	 <p>Graduation</p>	 <p>Maiden Name</p>	 <p>Smoke?</p>	 <p>AIDS?</p>
<p>What disabilities do you have?</p> <ul style="list-style-type: none"> • Are you able to perform the essential functions of the job to which you are applying? (Be sure you tell the applicant what the essential functions are.) 	<p>When did you graduate from high school?</p> <ul style="list-style-type: none"> • What schools have you attended? 	<p>What is your maiden name?</p> <ul style="list-style-type: none"> • Have you ever been known by another name? (Only ask this question if you need to contact a former employer, because a legal liability may exist if an applicant claims that you were trying to determine her ethnic background and consequently didn't hire her because of it.) 	<p>Do you smoke?</p> <ul style="list-style-type: none"> • Our smoking policy is X—can you adhere to it? (Be aware of any state laws that relate to smoking. Some states prohibit an employer from excluding applicants for off-the-job smoking.) 	<p>Do you have AIDS or are you HIV-positive?</p> <ul style="list-style-type: none"> • There is no acceptable way to inquire about this, or any other medical condition.

<https://www.themuse.com/advice/how-to-answer-the-31-most-common-interview-questions>

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Safe Questions

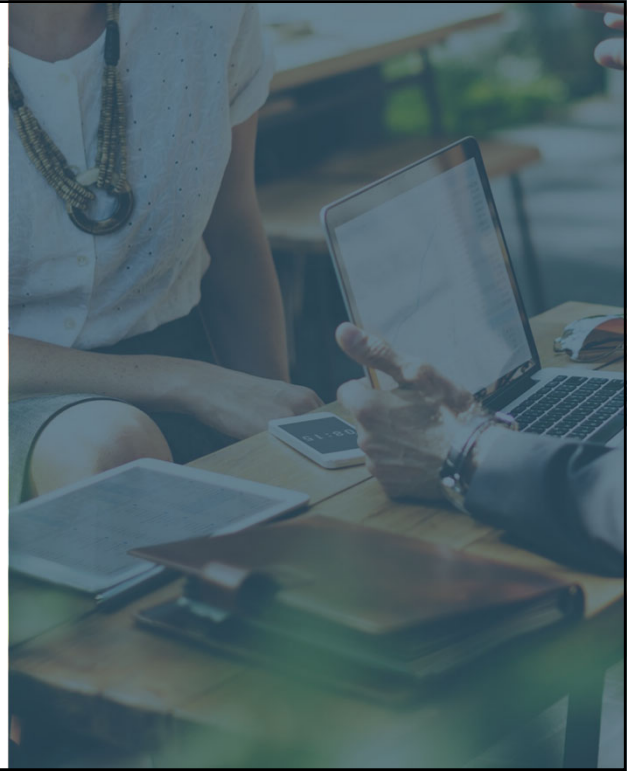
1. What were your responsibilities in your previous job(s)?
2. What major challenges and problems did you face? How did you handle them?
3. Why are you leaving your job?
4. What are your salary expectations?
5. What interests you about this job?
6. Why do you want this job?
7. What applicable attributes / experience do you have?
8. What can you do for this practice?
9. What do you know about this practice?
10. Why do you want to work here?
11. What challenges are you looking for in a position?
12. What can you contribute to this practice?
13. Is there anything I haven't told you about the job or practice that you would like to know?
14. What are you looking for in your next job? What is important to you?
15. What is your greatest weakness?
16. What is your greatest strength?
17. Describe a typical work week.
18. How would you describe the pace at which you work?
19. How do you handle stress and pressure?
20. What motivates you?
21. Tell me about yourself.
22. What type of work environment do you prefer? Organized or fluid?
23. How do you evaluate success?
24. Do you have experience with:
 - Nebulizers
 - Giving vaccines
 - Upset parents

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F4T#5: Effective Interviewers Guide the Answers

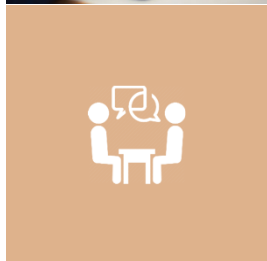
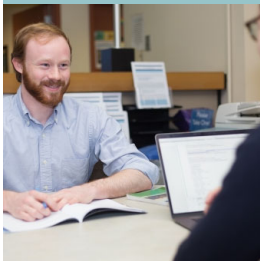
- 1 Situation
 - What happened?
- 2 Task
 - What was needed to address the situation?
- 3 Action
 - What did you do?
- 4 Result
 - What was the outcome?
- 5 What did you learn?



37

F4T#6: Trust your instincts...(maybe not)

38



If you took the time to think through your needs, ask yourself:

Does this person fill the needs of the practice?

How well will they fit on the team?

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38

Follow Up



Set Expectations

- We are interviewing several other candidates
- We will call you within X days



Follow Through



Verify Employment History

Verify All Dates of Employment



Call the employer



Ask for "Employment Verification"



Questions to Ask

- When were they employed?
- Are they "Eligible for Rehire"?
- What made them leave?
- What made them so great?
- Would you want this person working for you again? Why or why not?
- Were there any discipline, performance or compliance issues?

Screening



- 01 Background Checks
- 02 Drug Screens
- 03 Inform the applicant
- 04 Consent may be required
- 05 May be a condition of being hired

Notify Everyone



- 01 Treat them with respect
- 02 Practice reputation is on the line
- 03 Thank them for their time
- 04 Ask for feedback (if possible)

F4T#7: Creativity in the Process





Flexibility
Offer flexibility



Negotiate
Negotiate the intangibles



Options
Remind them of their options

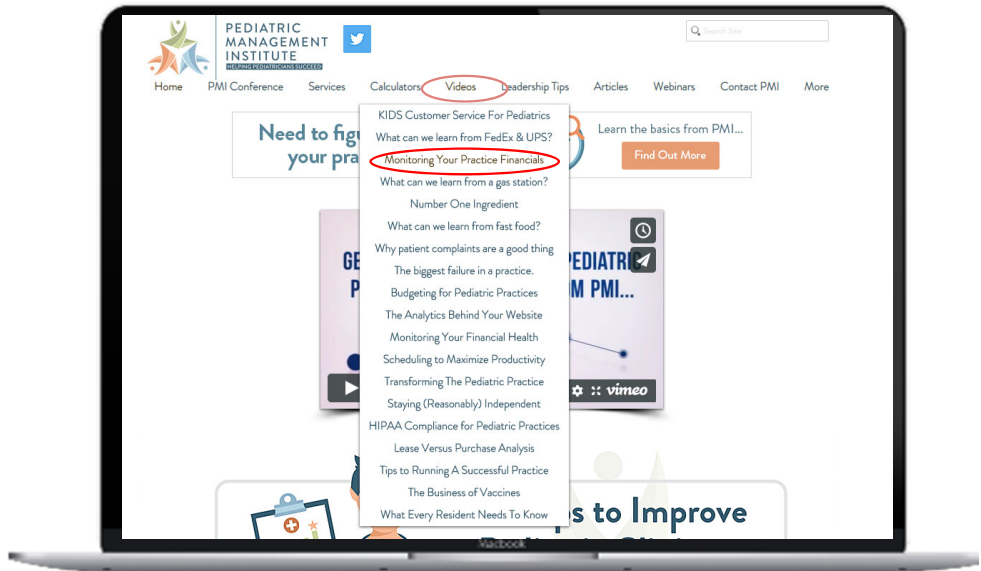
- Hospital night shift work versus regular hours
- Offer better work-life balance

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43

PMI Videos



The screenshot shows the website navigation menu with 'Videos' selected. The dropdown menu lists the following video topics:

- KIDS Customer Service For Pediatrics
- What can we learn from FedEx & UPS?
- Monitoring Your Practice Financials
- What can we learn from a gas station?
- Number One Ingredient
- What can we learn from fast food?
- Why patient complaints are a good thing
- The biggest failure in a practice.
- Budgeting for Pediatric Practices
- The Analytics Behind Your Website
- Monitoring Your Financial Health
- Scheduling to Maximize Productivity
- Transforming The Pediatric Practice
- Staying (Reasonably) Independent
- HIPAA Compliance for Pediatric Practices
- Lease Versus Purchase Analysis
- Tips to Running A Successful Practice
- The Business of Vaccines
- What Every Resident Needs To Know

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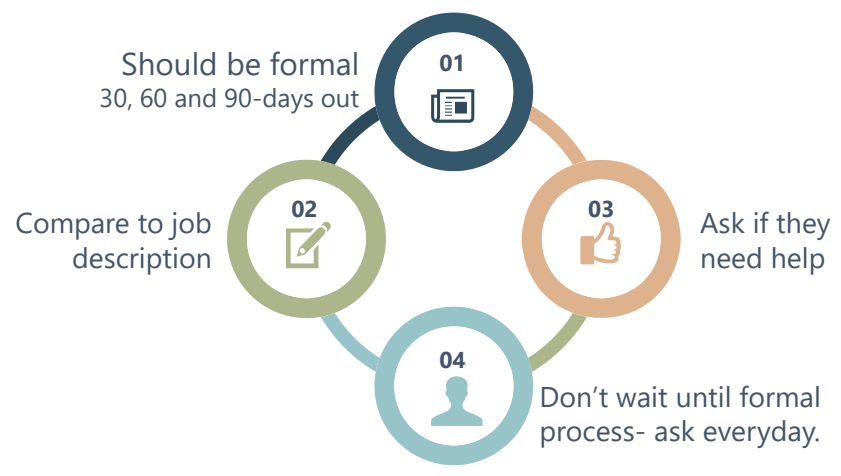


44

Onboarding



Periodic Review



Concluding thoughts...

When hiring key employees, there are only two qualities to look for: judgment and taste. Almost everything else can be bought by the yard.
-John W. Gardner

Good management consists of showing average people how to do the work of superior people.
-John D. Rockefeller

When you hire people that are smarter than you are, you've proven that you are smarter than they are
-R.H. Grant