

# Personnel Management

# Hiring

## ▶ Independent Contractor

- Paid a percentage of amount billed
- Work for you and others as well
- Watch out for regulations

## ▶ Employee Status

- Paid on a commission or salary basis
- Can't work for another place
- Owner pays taxes and may provide fringe benefits

# Hiring

## ▶ Resume

- To check educational background
- To check work experience for the job
- Check credentials and licensing information
- Get insight about work stability

## ▶ Interview

- Get a staff member to interview applicant too
- What are the applicant's basic intellectual and emotional patterns
- Talk less, listen more.
- Open-ended questions about
  - ▶ Abilities
  - ▶ Motivation
  - ▶ Willingness to accept responsibilities
  - ▶ Interpersonal style
- Pragmatics
  - ▶ Eye contact
  - ▶ Facial expression
  - ▶ Body gestures
  - ▶ Intonation
  - ▶ Rate of speaking

# Interviews

- ▶ Describe clearly the job
- ▶ Define specific responsibilities
- ▶ Estimate number of hours required
- ▶ Clarify type of written accountability necessary
- ▶ Discuss method of compensation
- ▶ Can balance be achieved between family and practice times
- ▶ Check with references

# Contracts

- ▶ Detailed description of job
- ▶ Time frame for contract
- ▶ Compensation structure
- ▶ Description of relationship between parties (independent contractor or employee)
- ▶ Confidentiality clause
- ▶ Resignation requirements
- ▶ Noncompete clause
  
- ▶ **CONSULT AN ATTORNEY**

# Performance Evaluations

- ▶ Discuss and invite clinicians to say
  - What went well
  - Concerns, challenges, and frustrations
- ▶ Evaluate clinical effectiveness
  - Quality of client contacts
  - Planning, organization, efficiency, and workload control
  - Quality of written work
  - Initiative and maturity
  - Leadership and cooperation
  - Attitude
  - Judgment of ability to handle difficult problems
- ▶ Set goals for yourself and clinician
- ▶ Keep a record of evaluation in clinician's file to support decisions about promotion, raises, benefits, and termination

# Termination

- ▶ If performance is poor
  - Provide standards and expectations of behavior
  - Periodic counseling and coaching
  - No improvement
    - ▶ Replace with someone who can meet job's expectations
- ▶ Do NOT embarrass or degrade the person
- ▶ Do NOT imply that the clinician is incompetent, only that standards for the job were not met
- ▶ If decision to fire is taken, Do it at once
  - Person might have chance to sabotage the practice
- ▶ Be upfront and give reason for dismissal
- ▶ Discuss (and put in writing)
  - Severance pay
  - Vacation pay
  - Termination date
- ▶ **CONSULT AN ATTORNEY**