

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