



# HIRING THE RIGHT CA FOR THE JOB

## HIRING RIGHT THE FIRST TIME:

Following are some guidelines for interviewing prospective employees.

1. Poor hiring decisions are the costliest mistakes practices make. A poor hiring decision affects productivity and morale. The dollar cost of a mismatch, say of a front desk person, whose salary is \$ 32,000, who is in the position for 6 months, during which she is only 50% effective is about \$16,000 plus.
2. Borderline fits can create the biggest drain in our organizational resources. These are the people who do not pull their own weight, and always seem on the verge of making it. We're confident all they need is just a little more time, a little more training, a little more management help. It is these borderline employees who soak up most of our creative energies while we ponder how to tap into the potential we're so sure is there.
3. Excellent practices and good leaders appreciate the difference between an acceptable employee and the exceptional, gifted one. Staff who are well matched to their tasks invariably demonstrate higher levels of initiative and creativity, stay longer, and produce more. Finding excellent people is hard work and it takes strong convictions to hold the quality line under stress especially if someone leaves unexpectedly.

## How to Hire Right:

Prior to starting any interview get very clear on the job requirements – the skill and traits that must be present for satisfactory performance of the job. Our people are our most important asset!

The interview should be conducted in a quiet place, free from distraction. Your primary “job” in the interview is to listen and allow the applicant to do most of the talking – 80/20 principle.

You listen 80% and talk only 20%. Open ended and hypothetical questions should be used most often.

The most important qualities to look for in your applicants are willingness and “trainability”. Look for answers that indicate a sincere interest in contributing, rather than simply what they hope to get from business.

### **Sample Interview Questions:**

1. Tell me about yourself and how did you become interested in the chiropractic field?

### **Begin by getting to know the applicant and why they chose this career.**

2. Describe a typical day in your shoes in your last job?

- What duties and responsibilities did you have in each of your jobs?
- How long did you have each job?
- What did you like about each job?
- What did you dislike about each job?
- Why did you leave each of the jobs?

### **3. Describe your three best qualities?**

This will help with the candidates’ gifts/behavior profile to see if suited for the position. For example, if the candidate says they like to be organized and pay attention to detail - or possibly they like to have fun and work with people. Both of these profiles are very different and will perform differently in each position. Consider what you have had and what you do or don’t want.

### **4. What do you consider your most important accomplishment in your present job and why?**

### **5. Tell me about a time when a patient or team member was upset how did you handle it?**

Use this question to assess ability to work in a team environment and to screen out subgrouping.

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**6. If you were an employer and you had an employee who was not responding well to high demands, how would you handle this situation?**

**7. Who is the best (and worse) boss you have ever had, what made him/her so special?**

If the description of the worse boss sounds anything like you, you know that person will not be happy working with you

**8. What's your hobby?**

The law does not allow an employer to ask many personal questions (see below). You may want to know something about a person's private life to determine if the hours of the job demands will be stressful. For instance if you require them bright and early AM and they have a late night part time job ... or a hobby that occasionally requires time off to participate, the time to discuss the appropriateness of this is now.

**9. Motivational and willingness questions.**

- What are you looking for in a job and why have you applied for this position?
- What kind of supervision do you prefer?
- Are you willing to attend seminars to enhance job training?
- Do you like to work by yourself or have others around?
- How do you work under pressure?
- What is the most difficult thing you have ever overcome in your life and how did you overcome it?
- Would the hours of this job present any hardship for you or your family?
- Are you interested in this job?
- Do you have other job offers?

# THE SCREENING TEAM

Most effective screening teams today are composed of 6 people:

1. Exam doctor or adjusting doctor/owner
2. Public Relations Assistant
3. 4 College/University Students or CA's

I recommend that your screening teams consist of 2 people for screenings in malls, but a team of 4 in large health fairs or trade shows. Experience has shown that by having a licensed doctor at an event, you will produce more new patients, unless you have a very experienced CA who is adept at booking new patients.

We recommend you hire 4 college students who can be trained in advance and scheduling a minimum of 2 weeks in advance for that particular screening. A team of 4 allows rotation and for back-ups in the event that the students cannot make it.

I made it a policy in my agreement that we train monthly in my clinic, at the end of my last evening shift. My PRCA set up a mock screening station in the office. All screening team members had a booklet of procedures and scripts and were expected to know the scripts prior to role playing at the mock screening. I demonstrated first, the exact procedure from the hook handout to the closing script and then we role played with each team member.

I would spot check on the weekends by showing up as a prospect and role played with my team live, expecting them to be black belts with my procedures!

My experience has shown that we doubled my results when I trained in the office beforehand.