
RECRUITING PROCEDURE

The following steps will help guide you through the recruiting process. Corresponding resources needed are **bolded** within this document and available within the OSC program: Recruit, Select, and Onboard Your Staff. Following this procedure will help you attract the quality and quantity of applicants needed to confidently make your next hire.

#1 Place

- Sidewalk Scouting
- Word of Mouth (WOM)
- Digital Job Search Platforms
- Headhunting
- Traditional Media Outlets

#2 Price

- Paid vs Organic Digital Ads
 - **Recruiting Resources**
- Traditional Media Marketing; Recruiting Campaign Ad
 - **Recruiting Budget Tracker**

#3 Post

- How to Apply Instructions
- Post Your Ad
 - **Patient Communication Facilitator Job Description Sample**
 - **Indeed.com Job Post Builder**
 - **We Are Hiring Template_FB**
 - **Patient Communication Facilitator Newspaper Ad**

#4 Process

- Green and Red file application organization
- Legal considerations

#5 Prune

- 5-Star Applicants

Recruiting Methods Recap

#1 Place

Sidewalk Scouting

Sidewalk scouting includes recruiting 24/7, so you don't necessarily have to have a position even open to be sidewalk scouting constantly. When you encounter someone that impresses you with their service, attitude, or professionalism go ahead and give them a business card and say, "If you're ever looking for a career change down the road, please give me a call, I'd love to talk to you."

Word of Mouth (WOM)

Word of mouth is also an excellent way to recruit. Utilize your personal and professional organizations. Plus, whoever comes recommended, comes recommended from someone you personally know. Utilizing WOM, you can collect applications and resumes on an ongoing basis, even if you're not currently seeking to fill a specific position. Some of the best quality applicants are already employed, and this is a great way to target them.

Digital Job Search Platforms

A couple of popular digital job search platforms include Indeed.com and Facebook.com. They are easy to use and even offer a scored assessment as a requirement to apply. Sorting functions will also help ease the time burden of identifying who is qualified to interview. The best method to learn how to use these platforms is to Google "*how to post a job on _____*". You can also go directly to the job search platform itself for insight, instruction, and best practices.

Headhunting

There are a couple of routes you can take when it comes to headhunting. You can enlist the help of a professional recruiting organization that will perform a nationwide search. You can also do some headhunting of your own on popular job search platforms and professional platforms such as Indeed.com and LinkedIn.com by searching for the skills or position you're looking for, especially highly skilled positions. These positions typically are also paid a little bit more within your organization and this might be the next step to take for growth for your clinic. Examples include; an optical manager, billing specialist, or practice administrator

Traditional Media Outlets

Traditional media recruiting outlets include; newspapers, magazines, newsletters, radio, television, and snail mail. You can mix these into your recruiting campaign, especially if it's been an effective method in your trade area.

#2 Price

Paid vs Organic Digital Ads

Paid: For the Indeed.com platform, “sponsor” your ad. Sponsoring your ad is similar to search engine optimization (SEO), it's going to increase visibility, ensuring more applicants have the opportunity to see your ad. Don't forget to turn the sponsorship off, once you have enough applicants to sort through, or once you fill the position. Track your expense weekly. Facebook Jobs also has a similar platform. Access this through your business profile page. See full list in **“Recruiting Resources”**.

Organic/Free: Digital job search platforms also have organic or *free* options; search for resumes or post organically, or *unsponsored*. An example is to create a Facebook “Join Our Team” post for your business page timeline. Ask your staff to share to their personal pages for maximum reach. Asking your employees to go share your career opportunity post is a great way to gain exposure and shows that your employees are engaged in building your team, and this demonstrates great company culture. See full list in **“Recruiting Resources”**.

Traditional Media Marketing; Recruiting Campaign Ad

When utilizing traditional media, your audience becomes very broad and your ad is visible to the masses. It is important to approach traditional media from a mindset of marketing, ensuring if a patient or potential patient views your ad, your logo is on brand meaning the ratio and colors used are consistent with the file and color scheme provided.

When you're using traditional media for your recruiting strategies, pay attention to the cost by asking for a quote for size and duration of ad placement ahead of time, to budget effectively. Don't keep placing your ads in places that don't return on your investment. Ask applicants where they saw your ad, to determine best return on investment. Also, don't forget about those personal and professional organizations that you belong to. You pay a membership for example, to be part of a chamber of commerce. If your chamber of commerce has a weekly newsletter, ensure to send your ad to the director to be included on the list, after all you're paying for it.

At the end of the day, ensure you know where your ads are listed and how much each platform will cost per week. Use the **“Recruiting Budget Tracker”** resource. Track spending and results so that the next time you hire, you'll have a better idea of what worked best to attract applicants.

#3 Post

Developing a Career Ad, covered in Course 2; New Hire Preparation

- Ad Design:
 - Microsoft PowerPoint
 - Canva.com
 - Williams Group Marketing
 - Local graphic designer
- Ad Content:
 - Logo
 - Brand color scheme
 - Title of position
 - Who should apply?
 - Brief wages and benefits
 - How to apply
 - Company website
 - Company address

How to Apply Instructions

When posting your ad, be very specific in your instructions on how to apply. You went through all this work and the last thing we want to do is forget to say how to submit an application and resume. Ensure you are clear in your instruction and note whether or not an applicant follows the instructions provided. This is usually an insight on their ability to follow other instructions and processes within your office.

We also recommend that you have a standard application on file. An additional cover letter, resume, and list of professional references are welcome but cover yourself from a legal aspect by requiring a standard application. If omitted, contact any final applicants and request they submit a standard application prior to their interview, or ask them to fill it out as step one of the interview process.

Also, to avoid an abundant amount of phone calls, we do not recommend listing a phone number in your ad. This will help prevent a flood of calls to the office that would distract from patient care. It's okay for candidates to call to follow up on an interview, that is different. Just ensure your instructions are clear.

Post Your Ad

Remember, the best method to learn how to use these platforms is to Google “how to post a job on _____”. You can also go directly to the job search platform itself for insight and best practices.

- Facebook “Jobs” Posting Instructions:
<https://www.facebook.com/business/pages/post-job>
- How to Post a Job on Indeed:

RECRUITING PROCEDURE

- Create your free account
- Add your logo on the company profile page
- Build your job post
- Post your job
- Sponsor your job for greater visibility
- Click here for step-by-step instructions:
<https://www.indeed.com/hire/post-job>
<https://www.indeed.com/hire/resources/howtohub/how-to-post-a-job-on-indeed>
<https://www.indeed.com/q-Post-jobs.html>

Refer to these OSC resources for samples and templates:

- **Patient Communication Facilitator Job Description Sample**
- **Indeed.com Job Post Builder**
- **We Are Hiring Template_FB**
- **Patient Communication Facilitator Newspaper Ad**

#4 Process

Green and Red file application organization

Next, process the applications. You're going to screen and organize each application into either a green file or a red file. Green is for qualified and red is for not qualified. This can be a physical green and red file in your office or you can create the files in a folder on your computer within each position. Save the file with the applicant's name, position applied for, and date you received the application or resume. Processing applications in this manner will help you narrow down the applicant pool and organize for future reference. Whatever your system is, keep it simple, but organized.

- Legal consideration:
Keep applications and resumes on file for three years minimum.

#5 Prune

5-Star Applicants

You have separated all of the applications that came in into green and red files. Next, you will prune down the green file until you have your top five applicants. Hopefully, you have at least ten quality applicants to choose from. Select your top five favorite candidates based on skills, experience, and potential value they could bring to your team.

Plan to arrange an interview with your top five. It's important to have more than one or two interviews in the event a candidate turns down an interview or no shows an interview. You may also be pleasantly surprised by a candidate you previously were not excited to interview.

Conclusion

When recruiting, be aware of your audience and the marketing messages being sent. You're going to have potential new patients and existing patients see your organization in action, so use a professional tone and provide accurate information. Don't forget, when those five applicants come in to interview, they may not have ever set foot in your office, so this is your first impression and an opportunity to provide an excellent experience. So, of course you're interviewing them, but based on how you treat them, they could become a new patient, even if they're not selected for that final position.

*Modify materials based on your state laws and be aware of changes to these laws over time. Consult your Executive Management Coach or attorney for specific questions and guidance.