

Staffing Tips: How to Use the Internet to Recruit Employees for Your Practice

Take advantage of these helpful hints to manage your modern-age recruitment tasks

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Recruiting good staff members is probably one of the most common and most difficult challenges of medical practices throughout the country. Technology has added further complications: practice administrators can also attract candidates via the Internet (and many practices no longer place job openings in the newspaper classifieds). The popularity of job-search Web sites adds to the confusion: Which method or site is best for recruiting new talent?

This article offers some insight, based on the premise that finding the best way to manage your modern-age recruitment tasks will save you time and money.

Which Type of Site Do I Use?

The first step to finding that superstar employee is to clearly define the job's responsibilities and the associated skills, characteristics, and required qualifications, such as education or certification. This knowledge will help direct your search. For example, finding a Cosmetic Nurse Practitioner is very specific; use a Web site where potential candidates for this position most likely are found. If, on the other hand, you are recruiting an entry-level receptionist and are looking for personality more than experience and training, you might select a local jobs Web site that reaches across industries, because a talented person working in a retail job might be an excellent candidate for that position.

For many general staff positions in a cosmetic surgery practice, the best recruiting advice is to stay in close contact with the local cosmetology, aesthetician, and massage therapy schools. However, since the focus here is on Internet recruiting, the following sites specifically assist in matching employers and candidates in cosmetic practices:

- American Society of Plastic Surgeons (www.plasticsurgery.org)
- American Academy of Physician Assistants (www.aapa.org)
- American Academy of Nurse Practitioners' career section of the association Web site: aanp.org (www.aanpcareerlink.com)
- Plastic Surgery Administrators Association (www.plasticadmin.org)

Practices that use the new technologies systematically and include the most current research and recruiting techniques will be hiring the **best prospects.**

- Association of Dermatology Administrators/Managers (www.ada-m.org)
 - Dermatology Physician Assistants (www.dermpa.org)
- When specifically seeking a nurse or assistant, you might try these sites:
- American Society of Plastic Surgical Nurses (www.aspsn.org)
 - Association of Plastic Surgery Assistants (www.apspa.net)
 - Dermatology Nurses Association (www.dnanurse.org)
 - www.nurse-recruiter.com
 - www.rninsider.com

For more general recruiting efforts, use well-known job-hunting sites, such as: www.monster.com, www.craigslist.com, www.careerbuilders.com, www.staffpointe.com, and www.hotjobs.com.

Local job search sites are also good resources, and most major metropolitan areas feature a number of good sites. In California, for example, consider using either or both of these sites: www.sanfranciscojobs.com, and www.losangeles.jobing.com, which are nationally affiliated but locally driven job sites. Also, most local media outlets, including newspapers and some radio and television stations, have Internet-based job listings on their Web sites.

Finally, use the Web site of your own practice: Many practices are now including job postings on their own Web sites, because current patients are among the best sources of new employees.

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Posting Job Openings

Not only can the Internet help you find staff, it can also give you tools (such as salary surveys, tips for screening/interviewing, and search capabilities) for preparing a complete and proper job posting that will help you pre-screen likely candidates.

Salary surveys. Most Web sites request that you list the salary for the position you are advertising. It is sometimes difficult to determine fair compensation for a specific position within your practice, but published salary surveys can provide a fairly close idea of how the market values a particular position. In addition to the specialty-organization Web sites identified above, here are some resources you might use when conducting your wage research:

- The Medical Group Management Association (www.mgma.com) publishes surveys of medical practice wage information that break down data by region, size of practice, etc.

- The Health Care Group (www.thehealthcaregroup.com) annually surveys staff salaries within medical practices.

- Local or state-wide medical groups and associations often conduct informal surveys.

- Temporary employment agencies also may provide you with market pay information, especially if you have used their services.

- Some states publish salary surveys on their employment Web sites. To find resources for your state, go to <http://www.statelocalgov.net/50states-jobs.cfm>.

- Some general information on wages by position is available on the Web site www.salary.com.

- The Bureau of Labor Statistics publishes average salaries by job title (see <http://www.bls.gov/>).

Screening/interviewing techniques. The Internet brings another recruiting advantage, especially to the inexperienced manager. All of the larger recruiting Web sites (www.monster.com, www.careerbuilder.com, etc.) have free information on candidate screening and interviewing techniques. A quick read of some recruiting tips before beginning your search could save you time, making your search more efficient.

Search capabilities. When posting job opportunities on the Internet, many practices will post the opening on several different Web sites. Not only can this get expensive, it can also flood your e-mail with unqualified job seekers.

There's a better way: searching the résumés posted by job-seekers. Most Web sites offer this option. You may pay a little more, but you still get better results, because (1) you do not have to sift through resumes of unqualified candidates, and (2) you are more likely to tap into the so-called "passive" job seekers who have posted a résumé but who are not actively and regularly looking at job postings and may therefore miss your ad.

Preparing Your Ad

If you decide that posting your job opening is your best recruitment strategy, then prepare an ad that will attract the right candidate.

Because Internet postings are not charged by the letter or word (as with newspaper help wanted ads), some managers include too many unnecessary details in the posting. Using more *words* is not necessarily better, but being more *specific* increases your chances of a good recruitment.

Before writing your ad, think about your needs and the desires of potential candidates. Here are some tips that will attract the right fit for you:

- *Describe your practice.* Including the phrase "with 20 years of serving the metropolitan area, this busy cosmetic surgery practice emphasizes facial enhancement and reconstruction" shows practice stability as well as the core business. This specificity more likely will attract the right fit as opposed to saying "an established practice."

- *Credential your practice.* Here's an example: "Our doctors have completed more than 10,000 surgical procedures and are always listed in the Metro area magazine's list of top plastic surgeons."

- *Differentiate your practice.* Your practice's advertising and public relations materials probably have key phrases that you use to differentiate your practice, so in-

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clude those in your job postings.

- *Describe the job.* Include specific responsibilities and skills, as in this example: “Kind, enthusiastic phone receptionist with primary responsibilities to schedule patient appointments, triage phone calls, and answer frequently asked questions of surgical patients.”

- *Be specific about experience requirements.* For example, “position requires certification in skin care and aesthetics.”

- *Include schedule information.* Clearly state full-time or part-time and the hours of work. If the position requires travel to satellite offices, make sure to list that information.

- *Remember to highlight the rewards.* You may choose to include specific wage figures in your ad or to

simply state that salary and benefits are competitive. If your practice has strong incentives or other exciting programs it offers staff members, identify them.

- *Describe how to apply for the position.* Most Web sites have a mechanism for applying online. Include any additional requirements for your specific practice.

Your Competitive Advantage

The Internet has made recruiting new staff members easier because of its ability to target potential employee groups more precisely yet more difficult because of its overwhelming number of options. However, practices that use the new technologies systematically and include the most current research and recruiting techniques will be hiring the best prospects and will have a significant competitive advantage in their local markets.

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