



Ms Chris Wills

Senior Advisor

MAS

Friday, August 12, 2016

(Room 1)

8:45 - 9:30 HR - Recruitment to Star Performer

**Recruitment to
star performer**

**GPCME South
August 2016**

Overview

- Recruiting well - effective pre-employment checks
- Enabling star performance - effective induction
- Developing the ideal working environment - culture
- Training and development
- 90 day trial periods

Recruiting well

A nurse has resigned and you are preparing to replace her.

> What are the areas to consider?



Person Specification | Practice Nurse



Characteristic	Essential	Preferred
Experience	At least 12 months nursing experience post-qualification. Experienced at patient counseling.	Practice nurse experience.
Attitude	Positive and enthusiastic. Professional. Helpful.	
Personal attributes	Warm, welcoming and flexible. Good communication skills. A good listener. Resourceful. Strong organisation and time management skills. Attention to detail. Respectful. Good patient advocate. Aware of own limitations and professional boundaries and ability to refer appropriately.	Goes the 'extra mile' to satisfy a patient. Shows initiative.
Technical Skills	Computer literate. Competent keyboard skills.	Previous PMS experience. Experienced Microsoft suite user.
Qualifications and Training	Is a Registered General and Comprehensive Nurse with current practicing certificate. Current Vaccinators Certificate. Current CPR Certificate. Committed to ongoing learning and education.	Registered smear taker. Interest in disease management. Customer service training course attended.
Fit within Team	Resilient and able to work under pressure. Able to deal with difficult situations. Co-operative and shares workload and information.	Can communicate to staff and patients at any level.
Other	Ability to work under pressure. Own professional indemnity insurance cover.	A sense of humour. Current drivers licence.

Position descriptions and KPIs

Position descriptions – what and why?

- Forms part of the employment agreement;
- Details the responsibilities of the role and the KPIs;
- Lets all employees know what is expected of them;
- Is a significant document if dealing with performance issues;
- Establishes a performance benchmark when carrying out performance appraisals;
- Should be aligned to the scope of practice for clinical staff.

Confirm

- Remuneration and benefits
- Hours of work
- Get sign-off from practice principals

Advertising

Medium:

- Websites
- Recruitment agencies
- Local and daily newspapers
- Window notices



Attract the right market – key ‘selling points’

- Job title
- Short blurb about the practice
- Minimum requirements e.g. qualifications, clear police vetting result (avoid anything discriminatory)
- How to apply and closing date for applications
- Relevant contact details

Give your advertisement a fair chance to work

1. Looking for a Practice Nurse to work with high needs families in XXXXX.
2. Flexible, friendly small group practice Central XXXXX seeks experienced practice nurse, due to retirement of our lovely practice nurse.
3. Long term GP position available with established practice in XXXXX. Join our friendly team of GPs, nurses and admin staff. Ski fields & lakes close by. Good schools and day care. No after-hours on-call.
4. An XXXXX CBD practice needs a part time Practice Manager.

Key selling points

How can you entice that star performing nurse to apply?



No shortcuts – develop a plan

Screen and short-list

- Written application versus other methods

Plan the interviews

- Who will conduct interviews – where and when?
- If a panel, discuss the plan beforehand

Prepare to set the scene – build rapport

- Explain the work of the practice
- Outline the role
- Make the process of selection clear

Prepare open-ended questions

Will you use an application form?

Mandatory consents for:

- Credit and reference checks
- Criminal background and Police vetting checks
www.police.govt.nz/vetting-process
- Confirmation of right to work in NZ
- Any disabilities or medical conditions

Check professional qualifications/status

- Doctors www.mcnz.org.nz
- Nurses www.nursingcouncil.org.nz
- Physiotherapists www.physioboard.org.nz
- Dental www.dcnz.org.nz

Interview process

- Maintain control of the interview
 - Listen effectively
 - Probe and validate your gut feelings
 - Avoid discriminatory questions
- Ask for evidence of qualifications/registration
- Request skill assessments and testing
- Confirm salary expectations
- Show the candidate around the practice
- Confirm when you will be back in touch

Questions to be avoided? Go to Human Rights

Commission: <http://www.hrc.co.nz/enquiries-and-complaints-guide/faqs/job-application-questions>

Be alert for warning signs



Evaluating the candidates

- Complete notes after each interview
- Read through all applications and interview notes
 - > compare against selection criteria
- Discuss with appropriate people - partners or other interviewers
- Decide on short list if undertaking 2nd interviews
- Check verbal references - **only** the referees you have permission to contact

Applicant referee check

I am the referee for your preferred nurse candidate.

What questions are you going to ask me?



Utilise publically available information

- New Zealand Health Practitioners Disciplinary Tribunal
www.hpdt.org.nz
- Social networking sites such as:
<http://nz.linkedin.com/>
www.facebook.com/
<https://twitter.com/>
<https://www.tumblr.com/>
<http://instagram.com/#>

90-day trial period requirements

- Agreed to between the parties, then included in the letter of offer and the employment agreement, which must be signed **prior to start date**.
- One off agreement – cannot be rolled over or extended.
- Termination notice must be given within the 90-day period – the notice period can extend outside the 90 days.
- Obligation remains to act fairly and reasonably.
- Minimum rights of pay and ability to claim for unlawful discrimination or serious breaches of good faith remain.



Make the offer in writing



Minimum EA requirements

- Name of employee, employer and location of work;
- Description of work – position description attached as schedule 1;
- Hours of work, wages/salary, payment for working on public holidays;
- 90-day trial periods **if agreed**;
- Services available for resolution of employment relationship problems;
- Employment protection clause;
- Agreement signed and dated by employer and employee **prior to start date**.

Collective or individual?

- If your practice is party to the MECA, this is the employment agreement that union member employees are covered by.
- There is a process to be followed when employing non-union members.
- Employees who are not, or choose not to become union members must have an individual IEA.
- Changes to the ERA in 2015 mean non-Union members can negotiate an IEA from the start.

Induction

Introducing new employees to your business with a sound induction process will lead to:

- Confident employees
- Productivity gains
- Better staff relationships and team work
- Established performance expectations from first day of work
- Lower staff turnover
- Better risk management



A practice induction manual will ensure that new staff have all the day-to-day information at their fingertips.

HR policy guidelines

- Introduction with chart of organisational structure. Who to go to.
- Recruitment information, PD, vacancies, selection process.
- Equal employment opportunities.
- Employment agreement, wage and salary information.
- Flexible working hours, breaks, overtime.
- Professional indemnity insurance.
- Leave provisions, how to apply for it, cashing up leave.
- Learning and development, course/conference attendance.
- Public relations, disciplinary policy, code of conduct.
- Telephones, mobile phones, internet and email usage.
- Building security, visitors, powers of entry and inquiry.
- Privacy, confidentiality and the Privacy Act.
- Fraud, theft, credit card policy.
- Resolution of employment relationship problems.
- Health and Safety.
- Harassment & bullying in the workplace.

Tailor KPIs for different staff

Nurses	Receptionists
All nursing services performed to quality standards.	Patient complaints relating to reception area are under 0.5%.
Clinical records completed accurately.	Banking balances at the end of shift.
Provided health education on use of inhalers to 80% of asthma patient population.	All stationery supplies are maintained at appropriate stock levels.
Has undertaken continuing education and added one nursing service to practice.	There is no breach of the Privacy Act.

Training and development

- Gets new recruits up to speed sooner.
- Builds confidence, motivation and enthusiasm across all staff to increase productivity and job satisfaction.
- Reduces down time, error rates, complaints, loss of staff.
- Share the knowledge across the team, this encourages good habits to be replicated.
- Aids staff retention.

Training

PMAANZ www.pmaanzt.org.nz

See HealthyPractice® for training on:

Managing the telephone	Population Based Funding
Privacy and HIPC	Capitation
HDC and Patient rights	Patients
Health & Safety at Work	ACC
Communication	Managing debt
Handling complaints	Credit terms
Manager training -	Levels 1 to 4

Practice giving feedback, what would you do if ...

- Your receptionist is constantly texting at the front desk?
- Three of the nursing team are having a raucous conversation in the corridor, out of sight of the waiting room but not out of hearing distance.
- Your locum GP asks if he can have a friendly nurse to deal with.
- The telephone isn't being answered as one of the receptionists is on a personal call.

Make the most of the 90 day trial period

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When you just can't get them there . . .



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Questions?

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