How To Hire A-Players

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➤ **Why hire A-players?**
  o What is an A-player?
  o How much of a difference A-players make in the success of your practice?
  o Top performers ARE affordable!

➤ **The real cost of a bad hire:**
  o Loss of productivity
  o Increased management time
  o Different types of bad hire

➤ **Where are the A-players hiding?**
  o Most A-Players are employed
  o Low turnover as their abilities are often recognized

➤ **The process of hiring A-players**

  1. **Position definition**
     o Identify a definitive salary range and benefits package
     o What exactly needs to be done and what kind of person can accomplish this?

  2. **Sourcing**
     o Active vs. passive candidates
     o Cast the widest net possible
     o Referrals

  3. **The screening process**
     o Objective testing methods
     o Salary and benefit expectations
     o Geography
     o Career goals
     o Education and experience
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4. Scientific Testing
The benefits a company may realize by implementing an effective employee testing solution include:
  o Higher Productivity
  o Increased employee retention
  o Reduction in costs associated with turnover (e.g., hiring and training costs)
  o Increasing the defensibility of the hiring process by using objective data

5. The structured interview
  o Start with very clear structure and ask probing questions
  o Insist on an answer when one is being avoided
  o A friendly demeanor is a plus, but don’t let it distract you from your goals
  o Ask for verification sources when necessary

6. Reference check
  o Don’t Skip the References!
  o Conduct the right number of reference interviews
  o Interview references on different levels of the rung

7. The background check

➢ Objective vs. Subjective screening
  o Objective testing will reduce unconscious biases
  o Steer clear of common traps

➢ Do it yourself or hire a recruiter?
  o What will a recruiter do for you?
  o How much will it cost?
  o How badly do you need an A-player for that position?
  o Time constraints: Do you have the time to do it right?