Webinar

Clinical Faculty Recruitment
Structure, Accountability, & Communication

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Welcome
Overview of today’s AOC Webinar

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This presentation will provide the overview and then some of the related details you will need to successfully establish and manage a recruitment effort.

1. Establishment of the committee and its process/accountability

2. Details that tie to the work of the committee
Getting Started

These slides are provided to clarify how the searches can be conducted along with **accountability** for **progression** through a defined process.

Once a Chair/ Co-Chair(s) is identified for the Search Committee, he/she should schedule a meeting with Chair and CAO of the Department to discuss the charge of the search, this outline, and high level thoughts for the position being recruited.
Search and Recruitment Process

1) Request for a position should be supported by a NEED and internal Departmental APPROVALS:

- Provide data that shows “clinical" need (ie wait times for new patients; wait time for surgical cases; population trends; new market development)
- Consensus among the Division/Section that is requesting the hire
- Chair of Departmental approval
- Departmental leadership Committee approval

Phase I: Request for Position
- Position should be supported by a NEED
- Position should have internal Department APPROVALS
- Provide data that shows clinical need
- Consensus among Division/Section requesting hire
- Approval by Chair of Department

Phase II: External Approvals for Position Funding
- Subvention
- Dean’s Office
- Budget
- Base Requirements for academic appointments
- Consider money from sources external to your Department

Phase III: Establish the Search Committee
- Chair: Dep Chair, Div Head or Faculty Member
- Co-Chair if candidate will report to multiple sections/divisions
- Faculty Members: From Section, another Section/Division
- Faculty Member(s): representing diversity and inclusion

Phase IV: Lead Candidate Identified - Negotiation Phase
- Search Chair meeting
- Discuss with candidate what they want & negotiate starting point for offer
- Note: Defer details of benefits and packages to this stage.

Phase V: Offer Letter Drafted
- Vetting through APT Chair
- Vetting through Dean’s office
- Note: This phase usually takes several weeks.
Approvals & Funding Requests

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Search and Recruitment Process

2) External Approvals for position/funding:

• Subvention (Practice plan? Health System?)
• Dean’s Office
• Budget
• Base Requirements for academic appointments- as per Dean’s Office

Always, always, always...and always ask for money from sources external to your Department to support the hire.

The only time you should not request for money from outside the Department to support a new hire is NEVER!
3) Establish the Search Committee (unless its an exceptional situation)

1. Chair – Could be Dept chair, division head, faculty member
2. May have co-chairs if candidate would report to multiple sections/divisions/sites.
3. Faculty member from Section/Division
4. Faculty member from another Section/Division
5. Faculty member representing diversity and inclusion
6. Faculty member from another Department
7. Non-faculty member
8. Research faculty member
9. If a joint recruit - representation from the other unit
10. Trainee (ie a Resident or fellow)
11. Practice Plan Recruitment
12. Department Administration
13. Meeting Admin Staff/Coordination/Notes
Establishing the Expectations

Search and Recruitment Process

3) Establish the Search Committee (unless its an exceptional situation)

- Charge - advisory to the chair - established at the start
- Not a passive process (this is a search committee not a selection committee)
- Search process can be rolling or time limited
- Charge is not only to rank candidates but to make sure we are using an appropriate search process.

Best Practice:
Each committee member must commit to participate in 1 meeting lasting 45 mins max per month for a total of 3 meetings over 3 months time. The entire process can be completed within this framework if committee members are focused and committed.

Your faculty offices must be responsive/flexible in coordinating calendars!
1. **July** - initial meeting would be held to review the charge, define the job being recruited, and to (again) talk through timeline and accountability of each member of the committee.

   [Your Physician Recruitment team should attend the meetings and would leave the 1st meeting with a job description that can be advertised/discussed...and the next 60-90 days would be spent to recruit candidates into pipeline.]

2. **October** - committee reassembles to review the CVs in an effort to isolate/rank/reach consensus on 5-7 candidates who would be contacted for an initial phone interview (by recruiter) and then to organize campus visits for interview.

   [November - all interviews should have been completed]

3. **December** - committee reassembles to rank its top qualified candidates so the Search Committee Chair can then submit this short list to Chair.

   December/January - Chair or designee negotiates with candidate(s)....signed by late January
Search Committee Structure & Flow

- Potential First meeting discussion points to review:
  - Charge
  - Process
  - Timeline and individual accountability
  - Communication protocols
  - Tracking form
  - Qualities & Attributes of desired candidate(s) used for job description and ads.
Job Descriptions for each Recruit

Department Admin/Communications Person to work with PDC Recruitment and Chair of Search to develop an e-pamphlet that would include:

- Basic Vision for the clinical enterprise
- Department leadership (Chair, Division Chiefs, Section Heads) and faculty by section/division
- A map of practice locations (and OR sites) with stars to show the duke ortho locations around it and timing of such.
- A rendering or picture of the actual site/centers.
- Other faculty expected to practice at those clinic sites.
- The call schedule.
- Statement about our commitment to Diversity and desire to recruit qualified visible minorities and women in particular.
- Contact information with link to our website.
Evaluating CVs

- Establish screening criteria before evaluating resumes
- Each committee member should evaluate each CV independently
- Identify and get consensus on candidates who are not qualified
- Rank the remaining candidates
- Identify who to pursue and who to put on hold
- Notify those eliminated only after position is filled
Sample Preliminary/Phone Screening Interview

- 30 minutes in total
- 5 minutes social chit-chat
- 10 minutes to be sure the candidate understands an overview of the position and how this ties to the vision of the Section/Division/Department
- 5 minutes of formulated questions for the candidate
- 5 minutes questions from candidate
- 5 minutes summary and next steps

Notes:
- Quick post-call decision and ranking
- It is critical that Emily be made aware of disposition of each candidate in real time so that we can coordinate
Considerations for Campus Interview

- Organize itinerary to include diversity and faculty and administrators who tie most closely to the position
- Provide candidate with a main contact person (Stacey Armistead)
- More in depth discussion about qualification, strength of fit professionally and socially within Section/Division/Department
- Tour the clinic sites and ORs where the majority of the work would be performed
- Tour of the surrounding area
- Stay on schedule
Evaluating Finalists & Making a Recommendation

- Each member should independently rank candidates
- Check references
- Search Committee Chair makes a final recommendation to Department Chair with rankings of the candidates (accounting for diversity).

- If a “top ranked” candidate cannot be signed, this will be called a failed search.
- No second tier hires will be made.
4) Lead Candidate Identified- negotiation phase

Search chair (plus other relevant individuals) to meet/communicate with Chair and the CAO to relate what the candidate will need to be successful. Issues related to type appointment, start up packages, nuances of clinical sites all to be sorted out at this point in the process.

The Chair of Department - or his delegate - to discuss with the candidate what they want and negotiate a starting point for the offer letter (package support, etc.)

Details of benefits and package should be deferred to this stage in the process to be handled by the chair's office
Set the stage with the candidate of choice

1. Reach out to candidate via email, “I am delighted to inform you that the Search Committee has asked me to move forward with preparing an offer for you! Let’s schedule a time to discuss this offer....”

2. During the call...”Let’s work together to craft an offer that would provide you with an extraordinary career opportunity and which ties together some of the elements you will need to be successful... Our salary offer is driven purely by internal equity among our faculty and we will examine this when coming back to you with this offer....”

3. Be sure to let them know that within a week you will send them a draft version of the offer letter...get them to map out by day of week how they see their time being spent, i.e. Monday-clinic, Tuesday OR, Wednesday Clinic, etc.

4. Tell them that the whole process of finalizing this with them should be complete within 30 days, including their acceptance of the offer or mutual decision this isn’t going to work.
Draft the Offer Letter

Search and Recruitment Process

5) Offer letter drafted

- Vetting through APT Chair
- Vetting Through Dean’s office

This stage usually takes several weeks
1. If you have done your homework on stages up until now, the negotiation should be relatively straightforward in terms of expectations. This would play out like more of an evolving conversation to iron out details and not to go back and forth about salary.

2. You only get to make so many hires during your tenure. Make them count!! Only hire STRONG FITS. Better to go without than to hire a misfit/2\textsuperscript{nd} tier.

3. ALWAYS ALWAYS ALWAYS maintain loyalty to departmental pay equity and do NOT offer a new recruit significantly more than your existing faculty. It will hurt your integrity and ultimately harm the Department.
We hope you enjoyed the Webinar! This presentation will be uploaded to the AOC Website. Thank you.