

HUMAN RESOURCE MANAGEMENT MANUAL 2007

Developed by Hornsby Ku-ring-gai Ryde Division of General Practice 2007

Practice Staff Recruitment Information Pack

Practice Staff Recruitment	1
Information Pack	1
Advertising	2
Template 1 – Questions to Determine Selection Criteria.....	2
Template 2 – Employment Application.....	3
Template 3 – Position Description – Practice Manager	7
Template 4 - Selection Criteria Checklist – Practice Manager	10
Template 5 – Position Description – Practice Receptionist	12
Template 6 - Expression of Interest Letter	14
Template 7 – Letter of Decline	15
Template 8 – Interview Questions	16
Template 9 – Questions For Referee	17
Template 10 – Letter of Offer	18
Template 11 – Staff Employment Details	20

Advertising

There are many different avenues that you can use for staff recruitment each of which has its own benefits and costs

Community newspapers

Community newspapers are a good way to attract applicants who live in the local area.

- **Smaller local papers**

There are many smaller local papers that also have "positions vacant" sections.

Internet

- www.seek.com.au
- www.careerone.com.au

Royal Australian College of General Practitioners

- members may place free advertisements on the website
see www.racgp.org.au for details

Australian Association of Practice Managers

- a small fee is charged for placing an advertisement on the website
see www.aapm.com.au for details

Rates of pay and methods of employment

Prior to employing staff it is important to be clear as to the type of employment you are offering – **permanent fulltime**, **permanent part-time**, **casual** or **contract**.

It is also important to consider how flexible you will be as to hours of work and holiday periods.

The relevant award for practice staff is the Clerical and Administrative Employees (State) Award. Please refer to this Award for employment conditions such as the different minimum hours for permanent employees and casual employees, rates of pay and classifications.

- available online at <http://www.industrialrelations.nsw.gov.au/> and then either search for the award
- for enquiries about awards contact the Department of Industrial Relations on 13 16 28

Template 1 – Questions to Determine Selection Criteria

This list of questions is designed to help determine your selection criteria. Be specific with the answers as they will be your requirements for the position and the person filling it. Asking all staff members to complete the survey can be a team building exercise as it may reveal any mismatch expectations that can then be addressed. Simply print out a copy for each team member and ask them to complete.

Position held in Practice

What do we expect filling this position will achieve for the practice?

How do you see this position complementing/supporting or involving your position?

What unmet needs are to be filled by this position for the practice and/or patients of this practice?

What skills will the candidate require to perform the role?

How will we know we have selected the right candidate?

How could this role evolve in the future?

Template 2 – Employment Application

This application form can be sent out with the Position Description and the Expression of Interest Letter to all candidates. It can help save time when canvassing applicants as much of the information required is on the application form. Remember these are templates only and you can add or delete information to suit your requirements.

Employment Application

APPLICANT'S DETAILS

Full Name: _____

Postal Address: _____

E-mail: _____

Contact Numbers (Home) _____ (Mobile) _____

Drivers Licence Number: _____

Use of vehicle: Yes / No

QUALIFICATIONS:

Basic Qualification: _____

Awarding Institution and Year obtained:

Other Post Basic/Graduate qualifications:

Please indicate experience and /or training in the position related areas below

Skill Area	Experience and qualifications
Reception	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Medical Reception	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Medical Director	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Pracsoft	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Multi line phone systems	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Medical Terminology	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Cold Chain	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Instrument Sterilisation & Infection Control	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Medical Filing Systems	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Word Processing	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Medical Billing	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
ACIR	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Accreditation	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
PIPs and SIPs	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
EPC	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:
Aged Care	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:

PROFESSIONAL REFEREES

Please provide the names and contacts of two professional referees who held positions senior to yours and have worked with you within the last five years. **Reference checks will only be conducted on selected candidates to assist in the final decision on the successful applicant.**

Referee 1 Name: _____

Organisation and Position: _____

Contact Number: _____

Referee 2 Name: _____

Organisation and Position: _____

Contact Number: _____

ILLNESS/INJURY

Are you aware of any pre-existing injuries or illnesses or other circumstances and information that would prevent you from undertaking the requirements of this job as described in the Position Description

No

Yes Please describe below

PRIVACY DISCLOSURE

As in accordance with the Privacy Act all information provided by the Applicant and any consented information obtained by (Practice name) relating to the Applicant's application will be held confidentially and shall be permitted for use only by authorised staff of (Practice name) within the context of determining suitability for the advertised position. Any information the Applicant has provided will be held by (Practice name) for a period of up to 12 months it will remain confidential and will not be disclosed without the Applicant's prior written consent. At the end of the twelve month period it shall be treated as a confidential document and disposed of accordingly.

APPLICANT'S CONSENT

I the Applicant (Full name of applicant) _____ hereby consent to the following:

I authorise (Practice Name) to obtain relevant information from the referees I have nominated in this application.

I authorise the (Practice Name) to seek confirmation of the information I have provided in this application from any providers of education from which my stated qualifications have been awarded.

I understand and accept that any information provided by myself or obtained with my consent by (Practice Name) will be dealt with as set out in the above Privacy Disclosure.

I understand and accept that I may be subject to a police check for the purpose of determining my suitability for the offered position.

I declare all information I have provided to support this Application is true and correct. If for whatever reason the information supplied changes I will immediately notify the (Practice Name).

Full Name: _____

Signature: _____

Date: _____

Template 3 – Position Description – Practice Manager

Position	Practice Manager
Responsible to	Principal Doctor
Hours of work Days	<#> hours per week Monday to Friday
Main objective	Coordinate and maintain all the functional requirements of a medical practice including financial, clinical, patient services, marketing, personnel administration and computer systems.

Key selection criteria

<Select the Criteria for the position in your practices >

- Minimum two years experience as Practice manager
- Computer literacy or familiarity with word processing
- Excellent interpersonal and communication skills
- Knowledge and/or ability to speak a community language and/or experience of working in a multicultural setting
- Ability to prioritise and organise

Duties and Responsibilities

<Select the Duties and Responsibilities that fit the position in your practice>

Major Responsibilities

- Coordinate the administration of the practice
- Administer all aspects of payroll, including doctor's salary and payroll requirements (eg. PAYE tax payments)
- Apply knowledge of internal/external policies relating to industrial employment law, workplace health and safety, workers compensation claim procedures, privacy and confidentiality and superannuation requirements
- Prepare financial and management reports as required
- Assist in planning future resource and equipment needs of the practice
- Ability to delegate tasks to the appropriately trained staff member

Staff

- Prepare rosters for staff and doctors
- Assist the doctors in the recruitment of staff
- Design practice training programs and train staff
- Supervise reception/clerical staff

Reception

- Make and record patient appointments
- Timely and competent handling of incoming calls and message taking
- Enter, update, remove and maintain patient information on records system, including ensuring the patient's file is made available in time for their appointment
- Make and record follow-up patient appointments
- Make specialist and diagnostic appointments for patients

- Ensure patients are not waiting for an excessive period of time for their appointment, and that patients are informed of possible delays
- Ensure reception area is a friendly, positive environment for patients
- Maintain waiting room in a tidy and welcoming manner, and ensure information displays are correct and current

Administration

- Co- ordinate administration of practice
- Ensure practice Policy and Procedure manual is compliant with current OH&S Legislation
- Efficiently maintain the practice filing system and associated correspondence
- Perform regular banking duties for the practice
- Design and implement the stock control system for the practice

Meetings

- Coordinate general staff meetings and any other relevant meetings, including staff development sessions, agenda and minutes

Liaison Internal/External

- Liaise with locum doctors and/or visiting specialists as and when required
- Liaise with pharmaceutical companies, pathology/radiology organisations, etc. when required

Accreditation / Quality Management

- Maintain Policy and Procedure Manual in line with current RACGP Standards
- Maintain quality systems
- Ensure preparation for Accreditation cycle is completed in a timely manner

Infection Control

- Maintain practice Policy and Procedure Manual in line with current RACGP Infection Control Standards
- Ensure staff are trained in Infection Control and Sterilisation procedures
- Assess staff for competency
- Ensure compliance with Infection Control Policy and Procedure Manual

GPII

- Perform responsibilities as contact person for General Practice Immunisation Incentive Scheme (GPII)
- Assist new GP's to register for GPII
- Ensure practice receives GPII 020A reports and statements
- Data cleanse using GPII 020A reports to assist practice to achieve 90% immunisation coverage
- Report immunisation events to ACIR weekly using: (select relevant method)
 - Internet Reporting
 - Online Reporting
 - EDI Reporting
 - Manual Reporting

Practice Incentive and Service Incentive Schemes (PIP and SIP)

- Perform responsibilities as contact person for the incentive program
- Notify PIP of changes to practice details
- Ensure practice remains compliant with declared practice arrangements
- Train GP's and staff in requirements of SIP's

Information Management / Information Technology

- Prepare financial reports
- Prepare medical reports
- Ensure GP's are trained in effective use of clinical and appointment software
- Liaise with computer technician for planned software updates and security of computer system
- Ensure staff are trained in effective use of billing and appointment software
- Maintain Broadband contract
- Billing – Claim using:
 - Medicare Online
 - Electronic Claiming
 - EDI
- Create and import templates for clinical software
- Maintain IT Security
 - Backup and Restore
 - Ensure passwords and enable screen savers
 - Define and implement access levels
- Maintain patient registers
- Maintain reminder systems for preventative care and chronic care requirements
- Maintain recall systems for urgent results
- Ensure pathology results electronic download works in correct format HL7LOINC
- Maintain clinical software address book

Enhanced Primary Care

- Ensure GP's and staff have thorough knowledge of EPC item requirements and billing
- Ensure effective use of practice team
- Ensure patient education and resources are available
- Establish links with local care providers

Aged Care Facilities

- Liaise with aged care facilities staff.
- Be aware of all the legal requirements for documentation sent to a residential facility
- Ensure there is effective communication between the Director of Nursing and the GP

Other Relevant Information

- A police check may be required
- A pre-employment medical assessment may be required
- First aid qualification may be required
- A current NSW divers licence may be required

Template 4 - Selection Criteria Checklist – Practice Manager

Insert your practices key selection criteria, mandatory and desirable skills and any other criteria important to the position into the boxes. Those listed below are examples that you may or may not wish to keep - add and delete as per your practices requirements. When you come to review applicants CVs and application letters tick the boxes for the requirements they do or don't hold. This format makes the final review and selection of applicants for interview easier as you can simply compare the information on the checklist.

Selection Criteria Checklist

Candidate's name _____

Key Selection Criteria	Comments
Excellent Written and Oral skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
Member of a professional body	<input type="checkbox"/> Yes <input type="checkbox"/> No
At least one year's experience as a Which health setting	<input type="checkbox"/> Yes <input type="checkbox"/> No
Possesses current drivers license	<input type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrated patient-focused approach in service provision	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has worked in a team	<input type="checkbox"/> Yes <input type="checkbox"/> No
Shown commitment to ongoing Professional Development	<input type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrated ability to organise and prioritise	<input type="checkbox"/> Yes <input type="checkbox"/> No
Identified Skills	
<i>Insert the skills you have identified in your practice position description</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Time Management</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Training Staff</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Adapting to change</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Computer skills</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No

Duties and Responsibilities	
Knowledge of the Medicare Schedule and claiming items	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of accreditation process	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of ACIR requirements and GPII reports	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of PIPs and SIPs	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of Infection Control	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of Information Management / Information Technology	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of Enhanced Primary Care	<input type="checkbox"/> Yes <input type="checkbox"/> No
Knowledge of Practice Billing and Clinical Software	<input type="checkbox"/> Yes <input type="checkbox"/> No
Skills	List
Other notable experience, abilities	List

Template 5 – Position Description – Practice Receptionist

Position	Receptionist
Responsible to	Practice Manager
Hours of work	<#> hours per week
Days	Monday to Friday
Key Objective	Provision of friendly, efficient, and competent service for patients and others accessing the practice. Schedule appointments, create and maintain patient accounts and medical records, and support practice doctors and staff.

Key Selection Criteria

<Select the Criteria that fit the position in your practice best>

- Minimum of two years experience as a medical receptionist
- Proficiency in <computerized appointments system>
- Proficiency in word processing
- Ability to use multi-line telephone system, fax and photocopier
- Excellent interpersonal and communication skills
- Professional attitude and appearance
- Knowledge and/or ability to speak a community language and/or experience of working in a multicultural setting
- Ability to prioritise and organize
- Senior First Aid Certificate

Duties and Responsibilities

<Select the Duties and Responsibilities that fit the position in your practice best>

Major Responsibilities

- Billing for Medicare, WorkCover and private patients
- Prepare accounts for medical reports, and follow-up settlement of outstanding accounts
- Perform all secretarial work, including referral letters and medical reports
- Coordinate the recall and reminder system, which includes entering patient details for follow-up and sending out necessary correspondence concerning review of patient
- Prepare independent correspondence as and when required

Reception

- Provide personal and telephone reception in a pleasant and consistent manner
- Make and record patient appointments
- Triage
- Timely and competent handling of incoming calls and message taking
- Enter, update, remove and maintain patient information on records, system, including ensuring the patients file is made available in time for their appointment
- Make and record follow-up patient appointments
- Make specialist and diagnostic appointments for patients
- Ensure patients are not waiting for an excessive periods of time for their appointment, and that patients are informed of possible delays
- Ensure reception area is a friendly, positive environment for patients

- Maintain waiting room in a tidy and welcoming manner, and ensure information displays are correct and current

Administration

- Open and distribute mail. Prepare and frank outgoing mail for posting
- Efficiently maintain the practice filing system and associated correspondence
- Use word processor to generate reports, referral letters and prepare various other documents required by the practice
- Maintain practice office and stationery supplies

Medical Assistance

- Knowledge of workplace health and safety principles including infection control
- Sterilising instruments
- Prepare and maintain doctors rooms, including setting-up and cleaning

Other Duties

- Actively participate in general staff meetings and any other relevant meetings, including staff development sessions
- Contribute to the further development of staff working collaboratively
- Willingness to learn and taking initiative
- Undertake other duties as required from time to time by the Practice Manager and/or the doctors

Template 6 - Expression of Interest Letter

This sample letter is appropriate to send to Interested Applicants simply complete the italic areas and insert your letterhead.

Practice Letterhead

DATE

Applicant Name

Applicant Address

Dear *Applicants Name*,

Thank you for your telephone call and expression of interest in the advertised <<enter position title here>> position.

Enclosed is a position description of "Duties and Responsibilities" and "Key Selection Criteria" for the advertised vacancy and an application form to be completed and returned. The "Key Selection Criteria" will be used to select applicants for interviewing.

These areas should be addressed and included in your letter of application with your application form and curriculum vitae.

The closing date of the position will be (*date*)..... and selections for interviewing will be made by the (*date*)..... If you are not successful, you will be notified by mail

Those selected for interview will be contacted by telephone to arrange an interview time.

If you would like to clarify any issues or obtain more information please call me on (place contact number and hours here)

Practice Manager's name

Enclosure (2)

Template 7 – Letter of Decline

This sample letter is appropriate to send to Unsuccessful Applicants simply complete the italic areas and insert your letterhead.

Practice Letterhead

DATE

Applicant name

Applicant address

Dear *Applicants Name*,

Thank you for application for the position of, as advertised in the (*name*) newspaper on the (*date of advertisement*).

The quality of applications was very high, and on this occasion, we regret to inform you that your application was unsuccessful.

In accordance with the Privacy Act and the Equal Employment Opportunity Act the information you provided will be held by (*Practice name*) for a period of up to 12 months. At the end of the twelve month period it shall be treated as a confidential document and disposed of accordingly.

Yours sincerely

Practice Manager's name

Template 8 – Interview Questions

Use this sheet as a template for structuring interview questions. Use a common set for each Candidate and then enter the specific question's you would like to ask individual Candidates based on the information they have supplied in their application or CV. Copy to new "Word" document then delete inappropriate/unnecessary questions and add your own. The questions listed here are a guide only. Enter spaces between each question to write notes during interview.

CANDIDATE'S NAME

Interest in Position

1. What is it about the position that attracted you to it?
2. Tell us what you think that you bring to the position?
3. Tell us about your most relevant position.

Personal attributes

1. What is your greatest strength/greatest weakness?
2. Describe a work situation in which there was conflict between staff.
3. What was your role in trying to resolve it?
4. What did you learn from that experience?
5. How do you approach change?
6. How do you adapt to working both independently and in a team?

Job Experience

1. What aspects of your last/current job do you like least/best?
2. How have you updated your skills in the past?
3. What are your plans for further education?
4. What type of approach to problem solving works best for you?
5. Describe any innovative projects you may have initiated or been involved in.
6. What kind of challenges do you enjoy/dislike in your work?
7. What defines an enjoyable job for you?
8. How do you deal with non-compliant patients?
9. How would you describe your work style?

Other Matters.

1. We remind you of the Probationary Period that applies for the first three months of employment.
2. Are you aware of any pre-existing injuries or illnesses that would prevent you from undertaking the requirements of this job as stated in the Position Description?

Template 9 – Questions For Referee

Use this sheet as a template for questions to be asked of the nominated referee. Copy to new "Word" document then delete inappropriate/unnecessary questions and add your own. The questions listed here are only a guide only. Enter spaces between each question to write notes during interview.

APPLICANTS NAME _____

REFEREE NAME _____

POSITION/REALTIONSHIP TO APPLICANT _____

1. In what capacity do you know the applicant?
2. How long since the referee employed/worked with the applicant?
3. Ask previous employers to confirm dates of employment and title or job held
4. Did the last position require the same level of skills and behaviour?
5. What were the applicant's strengths and weaknesses in the position and areas or improvement?
6. What skills did the applicant possess that were key competencies of the position?
7. Ask referees to use four or five single words which best describe the applicant
8. Any unsatisfactory aspects of performance that could be relevant to the position for which they have applied?
9. How did they work in a team/individual situation?
10. Are there any reasons why you think that we should not employ this person?
11. Would you re-employ this person?

Template 10 – Letter of Offer

This sample Letter of Offer is appropriate for offering the position to the preferred candidate. Simply complete the italic areas and insert your letterhead.

(Practice letterhead)

(date)

(name)

(address)

Dear **(name)**

I have great pleasure in extending to you an offer of employment as a **(enter job title here)** under the terms and conditions described below.

Your employer will be ***(full legal identity of employer) (the Practice)***.

Your permanent place of employment will be (address of practice).

Your employment will commence on ***(day), (date) (If fixed term date it ends)***.

Your appointment to this position is on a full-time/part-time ***(delete which not applicable)*** and you are required to workHours per week, betweenam andpm Monday to Friday, and betweenam andpm on Saturday.

You will be employed as a **(enter job title here)** at a commencing salary of ??? per hour or ??? per annum. You will be paid ***(insert frequency of pay period)*** directly into a nominated bank account. ***(insert other payment methods if not paying direct into bank account)***

All conditions of employment are as per the ***(Name Award)*** or attach contract/certified agreement ***(delete if using an award)***

Your duties will be as per the attached Position Description.

Your position is accountable to ***(Insert name and position)***

A probationary period of three months will apply during which your performance will be assessed. During this period, employment may be terminated by either party on one (1) days notice. At the end of this probationary period employment will continue.

It is a condition of your employment that you will maintain strict confidentiality and will not divulge any information acquired by you during the course of your employment concerning your employer, the medical practice, the doctors, staff or patients to any person except as required by law. This condition extends beyond your employment period. Any disclosure of confidential information outside the intended and approved use is strictly prohibited and may be grounds for dismissal.

Please read this letter carefully and any attached documents. If you have any questions or queries please don't hesitate to call on ***(phone number)***.

If the above terms and conditions, including those set out in the enclosed documents, are acceptable to you and you wish to accept the offered position please sign the copy of this

February 2007

Pg 18/23

letter and initial each page and return it to me by **(date)**. Please also sign and return the "Staff Employment Details" and "Position Description".

Please retain the original documents for your own reference.

We look forward to your commencement of employment and would like to take this opportunity to welcome you to the team. You will be supported in your new role with an induction period that will commence on your first day of employment.

Yours faithfully

(name)
for **(practice name)**

I have read and understood this letter and hereby accept the offer of employment under the terms and conditions stated above.

_____/_____/_____
(signed) (date)
(employee name)

Template 11 – Staff Employment Details

This template should provide you with all the administration details you will require when employing, however you can add or delete any information as required.

STAFF EMPLOYMENT DETAILS **CONFIDENTIAL**

PERSONAL DETAILS

Full Name _____

D.O.B _____

Home Address _____

Mailing Address (If different from above)

Phone (Home) _____ (Mobile) _____

EMERGENCY CONTACTS

First Contact Name _____ Relationship _____

Phone (Work) _____ Home _____

Second Contact Name _____ Relationship _____

Phone (Work) _____ Home _____

Doctor _____ Phone _____

Known allergies or medical conditions, practice should be alerted too.

BANK ACCOUNT DETAILS

Bank _____

Address _____ Phone _____

Account Name _____

BSB Number _____ Account Number _____

TAX DETAILS

Under the Privacy Act you do not need to supply your TFN however you will be taxed at a higher rate.

Tax File Number _____

SUPERANNUATION

Superannuation Fund _____

Address _____

Phone Number _____

Fund Account Number _____