Dermatology World recruitment checklist

This guide is directed toward physicians and office managers seeking information on interview skills and techniques. It is presented for information only, and should not be construed as legal advice.

Preparing for the interview

- Review the job description for accuracy.
- Outline the qualities of the correct candidate.
  - Level of education.
  - Skills.
  - Experience.
- Select forum and post a brief, descriptive summary of open position.
  - Employee and colleague referrals.
  - Professional/specialty job boards.
  - General online job forums.
  - Summarize seven to nine duties that make up the core of the job.
- Prepare for interview.
  - Create standard questions for all candidates in advance.
    - “What made you decide to apply?”
    - “Discuss a challenge at your previous employer you were able to overcome.”
    - “How do you feel your experience has qualified you for this position?”
  - Base questions on skills, qualifications, professional experience.
  - Avoid questions not related to job.

Interview techniques

- Ask open-ended questions: When, what, where, why … etc.
- Have candidates give concrete answers on questions of past performance or skills.
  - “Describe an achievement you were proud of at your last practice.”
  - “How did you use this billing software in your last position?”
- If the candidate is giving overlong answers, ask a reflexive question that the candidate will automatically agree with, giving you control of the interview.
  - “I think it would be useful to talk about this area, don’t you?”
- Keep interviews to no more than 45-60 minutes, depending on the complexity of the duties.
- Take detailed notes during, and review them immediately after the interview.
- Keep the job duties realistic; don’t over-inflate the duties or practice description.
- Ask different questions related to the same subject, allowing candidate to reveal aspects of their personality.
- If you don’t get all the information you need, ask the candidate for another example or greater detail.
- Evaluate the candidate in light of the unique practice culture. Will they be a good fit?

Avoid common mistakes

- Running the interview and hiring process in an inefficient manner. Quality candidates aren’t on the job market long.
- Avoid asking hypothetical questions. Base questions on experience instead.
- Not letting the candidate speak for at least 75 percent of the interview.
- Not familiarizing yourself with the employee’s background and qualifications before the interview. Have the employee add depth and detail, rather than summarizing for you.
- Leading questions are harmful to the flow of information. Don’t, for example, inform the candidate that your office is busy, then ask them if they can succeed in a busy environment. Their answer will just confirm what they think you want to hear.
- Steer clear of asking any questions that could be potentially illegal, including those regarding:
  - Age
  - Gender (childcare, marital status, orientation, etc.)
  - Religious affiliation
  - Citizenship (asking if they can legally work in this country is allowable).
  - Physical or mental condition
  - Past wage garnishment or bankruptcy
  - Alcohol or drug consumption
  - Any question you would not ask of another gender, race, age group, or ethnicity.

**Post-interview**

- Question employees who interacted with the employee during their time in the office. Ask their impressions.
- Watch how the candidate conducts themselves immediately after the interview.
- Rate candidates immediately after the interview based on the defined standards for candidates.
  - Consider rating each standard and the candidate overall on a 1-10 scale.
- Compare candidates to the ideal standards, not against each other.
- Consider candidate’s behavior during the interview — it’s likely to be their best.
- When you select the candidate to hire, move quickly and define a timeline for you and the candidate.