

Job Description: In-House Recruiter
(Example)

Position Title: Director of Physician Recruitment, Physician Recruitment Coordinator, or Vice President of Physician Services/Recruitment

Reports To: President/CEO/Administrator, Director of Marketing, or Vice President or Medical Staff Affairs. Always has access to CEO.

Functions: Responsible for all physician recruitment. Works with physician recruitment committee and physician manpower committee to determine recruitment goals. Maintains consistent source of information relating to new physician contracts and takes appropriate and timely measures to recruit these physicians. Identifies, develops, and implements strategies for recruiting targeted physicians.

Duties:

Organizing: Establishes procedures to ensure effective efforts in physician recruitment activities:

- Maintains daily activity log indentifying current and planned recruitment efforts
- Sets realistic timetables for closing physician recruitment negotiations
- Investigates all leads for potential candidates
- Checks physician's references and credentials before extending formal offer or invitation to visit

**Coordinating/
Facilitating:**

Coordinates physician interview schedules and information-gathering trips. Acts as the initial facilitator after a physician relocates to the community and coordinates activities with the Physician Support Coordinator or Director of Physician Services to continue relocation services for example:

- Assists new physicians in applying to the medical staff
- Discusses hospital/group policies and procedures with a physician and answers questions
- Provides new physician orientation, in cooperation with the Physician Support Coordinator
- Maintains an open line of communication with al current medical staff and seeks input on all aspects of recruiting
When possible, coordinates with other organization departments regarding common recruitment activities (printed materials, spouse job placement, and other activities)

Job Description: In-House Recruiter

(Example continued)

- Coordinates support from volunteers, physician spouses, area businesses, and other
- Selects, coordinates and manages retained or contingency recruitment agencies
- Conducts marketing research as needed

Professional
Image:

Demonstrates professional image through performance that is consistent with established policies and procedures; dresses and is groomed in a professional manner.

Team
Participation:

Demonstrates an interest in being a team member of various committees; participates as needed in various marketing activities geared toward employees or providing a community service; exhibits a sincere desire to contribute to the short and long range goals of the organization.

Knowledge:

Must have knowledge of the medical community and be familiar with marketing/public relations techniques, especially sales. Must also be familiar with the hospital/group practice and the many services it provides.

Abilities:

Excellent interpersonal skills, including the ability to communicate clearly and professionally, both verbally and in writing; negotiation skills; flexibility in varying situations; ability to independently with a minimum of supervision; ability to organize and prioritize duties; ability to work well with other marketing, administrative, and medical staff; willingness to telephone and meet with individuals in the early morning and evenings as needed to enhance recruitment efforts; willingness to travel as required to visit physicians.

Education:

Bachelor's degree, preferably in marketing, public relations or a business field or graduating from an accredited nursing or other medical training program.

Experience:

Two years previous marketing or public relations experience in the health care field. Health care sales experience preferred.

Job Description: In-House Recruiter

(Example continued)

Salary and Bonus Options

Because recruiters function as salespersons, they are usually paid a base salary with bonuses for the number of physicians they successfully recruit, an arrangement that serves as a powerful incentive to meet recruiting goals. To a large extent, recruiters' feelings of success come from the amount of their bonuses, as well as from a feeling that they are appreciated as important members of the organizational team.

Physician recruiters who work for agencies usually have a relatively low base salary and an incentive package through which they can more than double their base income. This arrangement is possible because these recruiters typically are working on several searches at a time in which placements could be made. In addition, they can usually turn down potentially unsuccessful searches and concentrate on those that will ultimately bring them bonuses. It is not uncommon for an experienced recruiter with an established recruitment agency to make \$60,000 to \$100,000 per year in salary and bonuses.

In-house recruiters, on the other hand, usually have a higher base salary than agency recruiters because their chances of success might be limited by factors beyond their control, including the following:

- If they are responsible for both recruitment and retention activities, in-house recruiters cannot devote all their time to recruiting and thus their placement rate may be lower.
- The organization may not offer physician candidates financial guarantee packages, or its packages may be too low to be competitive.
- They may not have the flexibility to adjust recruitment offers to accommodate physicians' demands.
- The location of their practice may be undesirable.
- The types of practice opportunities they are offering (for example, solo practice, two-person partnership) may be difficult to recruit for.
- They may be recruiting for fewer than six practice opportunities.

Despite these limitations, in-house recruiters must still work to bring in physicians. Thus in-house recruiters' salary/bonus ratios should be based on the amount of recruiting to be done and the probability of success, as well as on their experience and the size of the hospital group.

Job Description: In- House Recruiter
(Example continued)

Typical Bonus Plans

The following three bonus plans for recruiters are typical arrangements. The bonus amounts used in the following examples are given only as illustrations. Although the amounts will be different for each organization, the plans show how the bonus might vary according to the amount of effort a recruiter puts into the placement. Bonuses will also be different for a recruited full-time physician versus a recruited part-time physician; for the latter the recruiter would usually receive on-half of the planned bonus. It should also be noted that bonus plans typically begin again every 12 to 18 months. For example, in the 13th and 19th month, the recruiter would receive new recruitment goals and new bonus opportunities.

Bonus Plan 1

In this plan, recruiters are paid a base salary and a bonus for each physician recruited. The amount of the bonus increases with every three physicians recruited over a 12 month period. For example, recruiters are paid \$500 per physician for the first three successful placements, \$1,000 for each of the next three placements, and so on (see figure 2-3). Therefore, under this plan, if a recruiter makes six placements, he or she would be paid \$4,500 in bonuses. In addition, this type of plan often includes a threshold bonus. For example, if nine physicians were a reasonable recruitment target for the designated period (for example 18 months), a substantial threshold bonus would be offered as an added incentive to recruit more than nine physicians within this period. Figure 2-3 shows a reasonable target of nine physicians and a threshold bonus of \$10,000 for an additional three. To qualify for bonuses, recruiters must successfully complete negotiations with the physician, regardless of whether they develop the initial lead.

Figure 2-3 Bonus Plan 1

	Number of Physicians Recruited	Bonus	
	1	\$500	
	2	500	
	3	500	
	4	1,000	
	5	1,000	
	6	1,000	
	7	2,000	
	8	2,000	
Reasonable Target =	9	2,000	
	10	3,000	
	11	3,000	
Threshold Target =	12	3,000	+ \$10,000
	13	4,000	
	14	4,000	
	15	4,000	

Job Description: In-House Recruiter
(Example continued)

Bonus Plan 1 (continued)

- The recruiter is paid a base salary of \$35,000 to \$45,000
- Total bonuses for recruiting seven physicians would be \$6,500
- This plan is used when the probability of success is uncertain or when the organization has limited funds or limited flexibility to pay recruiters varying amounts.
- The recruiter is paid a threshold bonus of \$10,000 in addition to the \$3,000 for the 12th physician recruited. Total bonuses for recruiting 12 physicians would be \$29,500. The threshold target number is usually two or three physicians over the “realistic” goal, or target.

Bonus Plan 2

In this bonus plan, the recruiter is also paid a base salary, but the bonuses vary according to the recruiter’s level of involvement of placing the physician (see figure 2-4). Recruiters receive the highest bonus (for example, \$5,000) for placements in which they develop the original lead—through networking, cold calling, contacting residency programs, and/or directly approaching a practicing physician on a competitor’s staff and recruiting him/her away. This kind of proactive initiative, or direct sales approach, deserves a substantially higher bonus than any of the other approaches. Recruiters are paid smaller bonuses (for example \$3,000) for candidates they placed after receiving the leads from outside sources, which can be more costly, such as direct-mail or classified advertising. When a recruiting agency generates the initial lead, the in-house recruiter is paid even less (for example \$1,000). The smallest bonus (for example \$500) is paid for any other full-time physician who joins the staff as long as the organization has determined that this specialty is needed in the community, and the recruiter has some involvement in the process prior to the physician’s arrival.

Figure 2-4 Bonus Plan 2

Bonuses are paid according to the recruiter’s level of involvement in the recruitment process

		Bonus
Level 1	Recruiter develops initial lead and completes placement (through direct sales and networking)	\$5,000
Level 2	Recruiter receives initial lead from outside source and completes placement (through direct mail, advertising, exhibiting at conferences, or referrals)	\$3,000
Level 3	Agency generates the lead.	\$1,000
Level 4	All other placements, recruiter sends information, and coordinates visits.	\$ 500

Job Description: In-House Recruiter
(Example continued)

- The recruiter is paid a base
- Total bonuses for placing seven physicians could vary from \$3,500 to \$35,000, although it is unlikely that the recruiter could develop the initial leads for all placements.
- Like bonus plan 1, this plan is used when the probability of success is uncertain or when the organization has limited funds or limited flexibility to pay recruiters varying amounts.

Bonus Plan 3

In the most innovative bonus plan, recruiters negotiate a target income with the organization, agree to accept a percentage of the target as salary, and attempt to reach or exceed the target through bonuses paid according to the level of their involvement in the process. If the chances for success are relatively low – in the first year, for example, the salary percentage might be 90 percent; if chances are high, the salary might be 80 percent of the target income (see figure 2-5).

Figure 2-5 Bonus Plan 3

Recruiters negotiate a target income and then agree to accept a percentage of the target as salary and attempt to reach the target through bonuses that vary according to their involvement in the recruiting process. Levels of involvement are the same as in bonus plan 2, except each descending level pays half as much as the preceding level.

		Bonus
Level 1	Recruiter develops initial lead and completes placement (through direct sales and networking)	\$3,000
Level 2	Recruiter receives initial lead from outside source and Completes placement (through direct mail, advertising, exhibiting at conferences, or referrals)	\$1,500
Level 3	Agency generates the lead.	\$1,000
Level 4	All other placements, recruiter sends information, and coordinates visits.	\$ 500

- The recruiter's salary is a percentage of the agreed target income, usually 80 percent to 90 percent. This amount is generally lower than the recruiters' salaries paid in plans 1 and 2.
- Total bonuses for placing seven physicians could vary from \$3,500 to \$21,000.

Job Description: In-House Recruiter

(Example continued)

- This plan is the most appropriate when the organization must recruit a relatively large number of physicians, the chances of success are relatively good, and the recruiter wants to assume some risk in order to achieve greater rewards.

The principal difference between bonus plans 2 and 3 is the sales – oriented motivational approach and the recruiter’s involvement in setting his or her target income. In plan 2, the recruiter is guaranteed a salary that is acceptable as total income amount and bonuses are merely an incentive to perform better. In plan 3, recruiters are accepting some risk; if they don’t complete a certain number of placements; they won’t make their target income. For this plan to be fair to the recruiter, the searches should have a reasonably good chance of success.

The third plan is the most appropriate when the organization has a great deal of recruiting to do. Plans 1 and 2, however, are better when the probability of success is uncertain or when the organization has limited funds or limited flexibility to pay recruiters varying amounts. All bonus plans, however, give recruiters the incentive to work hard to achieve recruiting goals.