



Business of Medicine: A Guide to

HIRING CLINIC STAFF

DOCTORS NOVA SCOTIA | JUNE 2025

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Introduction

A GUIDE TO HIRING

Welcome to Doctors Nova Scotia's Business of Medicine guide to hiring new staff. This guide is designed to support you in every step of the recruitment and hiring process.

Effective hiring is essential to building a talented, engaged and high-performing team, and this manual provides the tools, best practices and guidelines to assist you with making hiring a successful experience for both you and your candidates. The goal is to set the foundation for hiring success, ensuring every new hire is poised to make a meaningful impact.

Equity, diversity and inclusion

When hiring, it's important to consider developing and supporting a more diverse, inclusive and equitable environment for staff and patients. Embracing diversity and inclusion in health care enables the medical profession to better understand and meet the unique needs of your patients. A diverse workforce not only fosters innovation but also encourages open-mindedness and adaptability. By working with individuals from various backgrounds, doctors can access a wealth of knowledge, experience and perspectives that can lead to improved patient outcomes and overall health-care quality.

You can encourage applicants from equity-deserving populations to self-identify in their application, and you can give preference to those applicants to ensure you attract candidates from those groups.

Where to begin

Once you've determined that you want to hire for a vacant or new position:

- Meet with appropriate staff/physicians to discuss the role.
- Develop and prioritize the key requirements needed from the position and special qualifications, traits, characteristics and experience you seek in a candidate.
- Determine whether you want to give preference to applicants from equity-deserving populations.
- Develop the job description. (See samples in Appendix A)
- Determine the salary range for the position.
- Determine who will be on the interview panel.



Are there internal candidates who might be interested in the role?

If there's a possibility that an existing staff member might be interested in the role, share the job description to let staff know you are hiring. Specify a contact person they can talk to if they have questions or are interested in interviewing for the role, and provide a deadline for internal candidates.

If you have staff who are interested, determine whether you will move them into that position, formally interview them before you post the job ad publicly, or ask them to apply and interview with the other external candidates.

If a staff member is interested but they aren't qualified or suitable for the role, tell them with respect, encouragement and transparency. Make sure you speak to them in private, show appreciation for their interest, and be honest and tactful about why they weren't chosen. Take that opportunity to emphasize their value to the team and offer opportunities to develop their skills for future opportunities. This approach helps maintain the employee's morale, fosters trust and demonstrates that they are a valued member of the team.

Preparing and posting the job advertisement

If an external search is required:

- Prepare a job advertisement. The advertisement should be concise and should include the most important features of the job and selection criteria. Highlight information such as whether you are seeking or giving preference to candidates from equity-deserving backgrounds, if only those selected for interviews will be contacted, and if evening or weekend work is required, etc. See Appendix B for a sample job advertisement.
- Be sure to create inclusive job advertisements:
 - Use gender-neutral language: Avoid words with gender connotations.
 - Focus on skills, not credentials: Emphasize required skills and relevant experience over formal education or specific years of experience.
 - Avoid unnecessary requirements: Include only the essential job qualifications. Over-listing can discourage underrepresented groups from applying.
- Consider including the salary range in the job advertisement. Making the salary range available is proven to yield more applicants. Not including the salary runs the risk of wasting your or the candidate's time if it turns out the salary isn't sufficient for your preferred candidate. If you aren't comfortable making that information public, you should at least ensure that candidates are made aware of the salary before they accept an interview.
- Post the advertisement on job forums like Indeed, Career Beacon or LinkedIn. Consider broadening your recruitment channels to attract diverse candidates, such as advertising in diverse spaces, engaging with community organizations and leveraging social media.
- Encourage your contacts – staff and colleagues – to share the job ad with their networks.



Need a helping hand?

Doctors Nova Scotia's physician advisors are ready to help you navigate hiring clinic staff into your practice.

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Note: This guide is not intended as legal or professional advice or opinion. It is recommended that physicians and staff members seek legal or professional advice should concerns arise.



Reviewing the applications

- Use the job ad to make a list of the required experience and qualifications for the role.
- Designate one or more people to do an initial review of the applications using that list as a guide. Remember, the list is just a guide; don't only consider applicants who meet all the criteria. Some of the best candidates may not have experience in all areas but have the background and skills to learn what is needed to be successful in the role.
- If possible, have a different person further narrow the applications if needed. Having multiple staff sort through the applications will help eliminate unconscious bias.
- Generally, you would want to interview three to five candidates if possible.

Interviewing

Once your preferred candidates have been selected, contact them to schedule an interview. If you have not yet shared the salary, you should provide that information at that time. See Appendix C for a list of sample interview questions.

Consider sharing the interview questions with the candidates 24 hours in advance. This is helpful because it reduces stress for candidates, allows them to thoughtfully prepare their responses, increases fairness and transparency, and results in higher quality responses.

Begin the interview by telling the candidate about the office, elaborating on the role and explaining where it fits in the office structure.

Be sure to treat everyone equally and recognize common bias triggers, such as a candidate's appearance, accent or shared interests. Remind yourself to stay focused on their skills and experience rather than these surface-level characteristics.

During or after the interview you might want to complete the job candidate evaluation form for each candidate. (See Appendix D.)

You may want to schedule a second interview if it's a close race between two or more candidates or if you want someone who wasn't on the initial hiring panel to meet one or more of the candidates before deciding. This is a good opportunity for open and honest communications about the employer's and the potential employee's expectations.

Consider sharing the interview questions with the candidates 24 hours in advance. This is helpful because it reduces stress for candidates.



Checking references

Typically, you would ask for references after the second interview or at a later stage in the interview process, once you've confirmed a high level of interest in their potential fit for the role.

Contact references by email and ask to set up a time for the reference check. This gives the referee time to think about their feedback.

Reference checks are best done by telephone; however, you can give the option to respond by email if that would be more convenient for the referee.

See Appendix E for some instructions and a sample list of questions to ask during a reference check.

Making a job offer

A job offer typically includes several key components that outline the terms of employment and set expectations for the new role. Here's what is usually included:

- **Position title and description:** Specifies the role being offered and a brief description of the primary duties and responsibilities
- **Compensation:** Base salary or hourly wage
- **Benefits:** Details about health insurance, retirement plans, paid time off, or other benefits, such as life insurance, disability insurance, employee assistance plan
- **Vacation entitlement:** The Nova Scotia Labour Standards requires employers to provide at least two weeks of vacation to employees who have worked for them for 12 months or more. The vacation time must be given within 10 months following each 12-month earning period. This is just the minimum requirement.
- **Work schedule:** Defines expected work hours, days per week and whether the position is full-time or part-time, term or contract
- **Probationary period:** You can include an initial period, often 90 days, during which both employer and employee can assess fit
- **Start date:** When the employment is expected to begin
- **Expiration date of offer:** Deadline for accepting the job offer, often within a few days or a week

A sample employment contract is attached in Appendix F.

Once the candidate accepts the offer, notify the other candidates and thank them for their interest in the job. Keep the other candidates' resumes on file in case things do not work out with the new employee or another position becomes available.



Onboarding new staff

Here's a brief guide to onboarding new staff effectively:

- **Pre-onboarding:** Prepare the essentials before they start – set up email accounts, workspace and access to software or tools they'll need.
- **Welcome and orientation:** Start with a warm welcome. Introduce them to the team and give an office tour.
- **Role training:** Outline the specifics of their role, expectations and responsibilities. Pair them with a mentor or buddy who can guide them through day-to-day tasks and answer questions.
- **Compliance and paperwork:** Complete necessary HR documentation and discuss company policies, including time off, code of conduct, and health and safety guidelines.
- **Employee manual:** An employee manual should include organizational structure, office policies, general duties and employee benefits. The employee manual can be used to emphasize the aspects of work that are of the greatest importance in a physicians' office, such as confidentiality, accurate information and approach when dealing with patients.
- **Ongoing support:** Schedule regular check-ins for feedback, questions and support. Encourage open communication and give constructive feedback to help them integrate smoothly.

A well-structured onboarding plan helps new hires feel supported, connected and prepared to succeed in their new roles. The following resource may be helpful as well: [What To Expect From a Job Orientation \(With Different Types\)](#) | Indeed.com Canada.

APPENDIX A: Job Descriptions

Job Description and Roles

Included here are sample job descriptions for positions found in a typical medical practice.

Medical Practice Office Manager

The Medical Practice Office Manager plays a critical role in ensuring the efficient and effective daily operations of a medical office or clinic. They act as the backbone of the practice, managing administrative functions, coordinating teams, and supporting both patients and health-care providers.

Key responsibilities

1. Administrative management
 - Oversee daily operations: Ensure smooth functioning of the office, including scheduling, billing and patient flow
 - Manage records: Supervise accurate maintenance of patient files, medical records and compliance with confidentiality laws like PHIA
 - Handle correspondence: Manage communication with vendors, insurance companies/payers and relevant system partners
2. Financial oversight
 - Budget management: Prepare and monitor budgets, control expenses and optimize operational costs
 - Billing and coding: Ensure accurate medical billings, manage collections for uninsured services and claims with insurance companies
 - Financial reporting: Track revenues, expenses and financial performance to identify improvement opportunities
3. Staff coordination
 - Hiring and training: Recruit, train and onboard new employees, including administrative and clinical staff
 - Performance management: Conduct staff evaluations, address performance issues and implement professional development programs
 - Schedule management: Organize staff schedules to ensure adequate coverage
4. Patient experience
 - Customer service: Ensure patients have a positive experience, addressing complaints and concerns promptly
 - Appointment scheduling: Streamline appointment booking processes to reduce wait times and optimize provider availability
 - Education and communication: Provide patients with clear information about office policies, billing and services
5. Compliance and regulations
 - Policy enforcement: Ensure adherence to legal and regulatory standards, such as Canadian Centre for Occupational Health and Safety (CCOHS), Personal Health Information Act (PHIA) and Public Health
 - Safety protocols: Implement and maintain workplace safety measures to protect patients and staff
 - Audits and inspections: Prepare for and manage audits from regulatory agencies, medical insurers or accrediting bodies (if applicable)
6. Technology and systems management
 - EMR systems: Manage electronic health records systems, ensuring efficient use and compliance
 - Office technology: Oversee the functionality of office equipment, software and IT systems
 - Process improvement: Evaluate and implement technology solutions to enhance workflow and patient care

Essential skills and qualities

- Leadership: Strong ability to motivate, manage and lead a diverse team
- Organization: Excellent multitasking skills to handle various administrative duties simultaneously
- Communication: Clear, professional communication with patients, staff and external partners
- Problem-solving: Ability to resolve operational, financial and interpersonal challenges
- Knowledgeable: Familiarity with medical terminology, billing codes and the health-care system

Impact on the practice

- Enhances efficiency: Streamlines operations, allowing health-care providers to focus on patient care
- Improves patient satisfaction: Ensures a seamless and positive experience for patients
- Supports financial health: Manages budgets, billing and cost controls to sustain the practice's profitability
- Maintains compliance: Protects the practice from legal risks and ensures adherence to regulations

In summary, the Medical Practice Office Manager is a vital leader who ensures that the medical practice runs smoothly, providing both patients and staff with the support needed for successful health-care delivery.

Medical Office Assistant

A Medical Office Assistant is an integral part of a health-care team, responsible for handling administrative tasks and providing front-desk support to ensure the smooth functioning of a medical office or clinic. This role involves direct interaction with patients, health-care providers and other staff, requiring excellent organizational, communication and customer service skills.

Key responsibilities

1. Front desk management
 - Greet patients and visitors warmly and professionally
 - Answer phone calls, respond to inquiries and direct calls to the appropriate staff or departments
 - Schedule and confirm patient appointments, managing calendars for health-care providers
2. Patient records and documentation
 - Maintain and update patient records, ensuring accuracy and confidentiality in compliance with PHIA regulations
 - Prepare and manage paperwork for new patients, including registration forms and insurance information
 - File, retrieve and organize physical or electronic medical records as needed
3. Administrative support
 - Handle incoming and outgoing correspondence, including mail, emails and faxes
 - Assist in maintaining office supplies and equipment, ordering items as needed
 - Prepare and distribute internal communications or updates to staff
4. Billing and insurance coordination
 - Verify patient insurance information and process insurance claims
 - Collect payment for uninsured services and outstanding balances at the time of service
 - Assist patients with billing questions and payment arrangements
5. Patient support
 - Provide patients with information about the practice's policies, services and procedures
 - Address patient complaints or concerns and escalate issues when necessary
 - Coordinate with other clinic staff to ensure timely patient care
6. Appointment coordination
 - Monitor and manage appointment schedules to optimize workflow and reduce wait times
 - Follow up on missed or cancelled appointments to reschedule as necessary
 - Communicate appointment reminders to patients via phone, email or text

Skills and qualifications

Technical skills

- Proficiency in using office software (e.g., Microsoft Office Suite) and electronic medical record (EMR) systems
- Familiarity with medical terminology and billing codes
- Basic understanding of health-care insurance processes

Soft skills

- Excellent organizational and multitasking abilities
- Strong interpersonal skills to build rapport with patients and staff
- Effective written and verbal communication
- Attention to detail, particularly with patient records and billing

Qualifications

- High school diploma or equivalent (diploma or certification in medical office administration is a plus)
- Previous experience in a medical office or health-care setting preferred
- Knowledge of PHIA regulations and patient privacy standards

Key attributes for success

- Empathy: Ability to interact with patients kindly and respectfully
- Reliability: Dependable in managing tasks and maintaining office operations
- Adaptability: Capable of working in a fast-paced and dynamic environment

Impact of the role

A Medical Office Assistant ensures the office operates efficiently, supports health-care providers in delivering quality care and creates a welcoming environment for patients, contributing to their overall satisfaction and trust in the practice.

License Practical Nurse (LPN)

A Licensed Practical Nurse (LPN) in a medical clinic provides hands-on patient care and supports the health-care team in delivering high-quality medical services. Working under the supervision of a registered nurse (RN) or physician, the LPN combines clinical skills, patient interaction and administrative support to ensure the smooth operation of the clinic.

Key responsibilities

1. Direct patient care
 - Vital signs and assessments: Measure and record patients' vital signs, such as blood pressure, temperature, pulse and respiration
 - Patient preparation: Assist patients in preparing for examinations, procedures or treatments
 - Basic medical procedures: Administer injections, dress wounds, collect specimens for lab testing and perform other routine medical tasks
 - Patient education: Provide instructions on medications, treatments or lifestyle modifications as directed by the provider
2. Clinical support
 - Assist physicians and RNs: Help during examinations, minor procedures or diagnostic tests
 - Medication management: Administer prescribed medications and monitor patients for reactions or side effects
 - Equipment preparation: Sterilize and set up medical instruments and equipment
 - Charting: Accurately document patient information, care provided and changes in condition in electronic medical records (EMR)
3. Patient communication and advocacy
 - Patient liaison: Act as a point of contact between patients and the health-care team, addressing concerns or relaying provider instructions
 - Follow-ups: Contact patients regarding test results, appointment reminders or ongoing care instructions
 - Empathy and support: Provide emotional support to patients and their families, creating a welcoming and reassuring environment
4. Administrative duties
 - Scheduling and coordination: Assist with scheduling appointments, procedures or follow-ups as needed
 - Inventory management: Monitor and restock medical supplies, ensuring the clinic is always prepared
 - Policy compliance: Maintain compliance with clinical protocols, infection control standards and regulatory guidelines/standards of practice

Skills and qualifications

Technical skills

- Proficiency in medical procedures (such as injections, phlebotomy and wound care)
- Familiarity with EMR systems and medical office software
- Knowledge of medical terminology and clinic workflows

Soft skills

- Strong interpersonal skills for effective communication with patients and colleagues
- Attention to detail for accurate documentation and medication administration
- Organizational skills to manage multiple tasks efficiently

Licensure and certifications

- Active and unrestricted LPN licence
- CPR certification
- Specialized certifications (e.g., IV therapy, wound care) are an asset.

Key attributes for success

- Compassion: Demonstrates genuine care and concern for patients
- Teamwork: Works collaboratively with the health-care team to provide seamless patient care
- Adaptability: Thrives in a fast-paced clinic environment, adjusting to varying patient needs and clinic demands

Impact of the role

The LPN is a critical member of the health-care team, bridging the gap between patients and providers. They contribute to efficient clinic operations, enhance patient satisfaction and ensure the delivery of safe, high-quality care.

APPENDIX B: SAMPLE JOB ADVERTISEMENT

Job Title: Medical Office Assistant

Location:

Job type: Full-Time/Part-Time

About us:

At [Physician's Practice Name], we are dedicated to providing compassionate, high-quality health care to our patients. Our practice offers a supportive and professional environment where every team member plays a vital role in ensuring excellent patient care.

Job overview:

We are seeking a detail-oriented and friendly Medical Office Assistant to join our team. The ideal candidate will have strong communication skills, the ability to multitask in a fast-paced environment and a commitment to delivering outstanding patient service.

Key responsibilities:

- Greet and check in patients, ensuring all necessary information is collected and recorded accurately.
- Answer phone calls, schedule appointments and handle patient inquiries with professionalism and courtesy.
- Maintain and update patient records in the electronic medical record (EMR) system.
- Assist with billing, insurance verification and payment processing.
- Prepare exam rooms by ensuring they are clean and stocked with necessary supplies.
- Support physicians and clinical staff during patient exams and procedures as needed.
- Ensure compliance with PHIA and other regulatory guidelines.

Requirements:

- High school diploma or equivalent (required)
- Medical Office Assistant diploma or equivalent (preferred)
- Previous experience in a medical office or health-care setting (preferred)
- Familiarity with medical terminology and EMR systems (preferred)
- Strong organizational skills and attention to detail
- Excellent communication and interpersonal skills
- Ability to handle sensitive patient information with discretion and professionalism

Benefits:

- Competitive salary
- Health and dental
- Paid time off
- Opportunities for professional development

How to apply:

If you are interested in joining our dedicated team, please submit your resume and a brief cover letter to [Email Address] with the subject line: Medical Office Assistant – [Your Name].

APPENDIX C: INTERVIEW QUESTIONS

A job interview is a chance for both the hiring manager and the applicant to learn about the applicant's suitability for the position. Choose your questions carefully to ensure that they will offer the applicant a chance to demonstrate their skills and abilities.

Prioritizing work:

- How do you prioritize your work?
- Provide an example of a time when you had to juggle several things at once. How often did this type of thing happen? How did you handle it?

Career goals:

- What do you like most about working in this field? What do you like least?
- How are you keeping up with changes in software, technology, etc.?
- How does this position align with your long-term career goals?

Ability to handle pressure:

- Provide a recent example of a situation when you have faced pressure at work, how you handled it and the outcome.
- How do you cope when situations at work become stressful?

Independence and initiative:

- What amount of supervision do you feel most comfortable working under? Why?
- What sort of directions do you want from a supervisor? Do you like detailed instructions or would you rather just know the highlights? Do you want them in writing?
- Is there an example of you implementing a creative idea or change or efficiency at work that was successful?
- Describe a time when you anticipated potential problems and developed preventive measures.

Internal relations:

- Which sort of manager (co-worker) do you find hardest to work with and why?
- What is your typical way of dealing with conflict? Provide an example.
- Tell me about a recent situation in which you had to deal with a very upset co-worker or patient.

General questions:

- Why do you want to work here – what attracted you to apply this position?
- What motivates you to do your best on the job?
- Describe your ideal supervisor? Work environment?
- Given what you know about this position, where do you think you would excel? Is there any part that you think you'd find difficult?
- How do you deal with difficult patients/family members?
- Do you have any questions?

Employers cannot ask questions of a discriminatory nature as identified in the Nova Scotia Human Rights Act, 2016. This covers topics such as: age; race; colour; religion; creed; sex; sexual orientation; gender identity; gender expression; physical disability or mental disability; an irrational fear of contracting an illness or disease; ethnic, national or aboriginal origin; family status; marital status; source of income; or political belief, affiliation or activity.

Questions you may ask as needed:

- Are you over the age of 18? Can you, after employment, provide proof of age?
- Would you be willing to relocate if necessary?
- Travel is an important part of the job. Do you have any restrictions on your ability to travel?
- Do you have responsibilities or commitments that will prevent you from meeting specified work schedules?
- Do you anticipate any absences from work on a regular basis? If so, please explain the circumstances.
- Are you able to lift and transport a maximum weight (if that is part of the job)?
- Do you require accommodation to perform the essential functions of this job? (Legal if the interviewer has thoroughly described the job.)
- Will you be able to carry out in a safe manner all job assignments necessary for this position?
- Do you have any language abilities that would be helpful in doing this job? (Legal if language ability is directly relevant to job performance.)
- Are you authorized to work in Canada?
- Have you ever been convicted of a crime that would be relevant to this job? (Legal if the crime is reasonably relevant to the job; e.g., embezzlement for a banking job.)
- Are you available for work outside of our regular hours if needed?

APPENDIX D: JOB CANDIDATE EVALUATION FORM

Job Candidate Evaluation Form

Position:

Candidate name:

Interviewer name:

Interview date:

Based on the interview, please evaluate the candidate's qualifications for the position listed above. In each section, space is provided to write additional job specific comments. If one of the questions does not apply to the position, please write N/A in the comment section.

Education/training

The candidate has the necessary education and/or training required by the position.

Exceeds requirements

Meets requirements

Needs more training

Does not meet requirements

Comments:

Work experience

The candidate has the necessary experience that is related to the position.

Exceeds requirements

Meets requirements

Not related but transferable skills

Does not meet requirements

Comments:

Skills (technical)

The candidate demonstrated to your satisfaction that they have the necessary technical skills to perform the job successfully.

Exceeds requirements

Meets requirements

Needs more training

Does not meet requirements

Comments:

Supervising others

The candidate demonstrated to your satisfaction that they had the necessary experience in supervising others to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Needs more training
- Does not meet requirements

Comments:**Leadership skills**

The candidate demonstrated to your satisfaction that they had the necessary leadership skills to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Needs more training
- Does not meet requirements

Comments:**Interpersonal skills**

Communication: articulated ideas clearly both written and orally.

- Exceeds requirements
- Meets requirements
- Needs more training
- Does not meet requirements

Comments:

APPENDIX E: REFERENCE CHECKING

When checking references, employers should keep several important points in mind to ensure the process is effective, professional and compliant with legal standards.

Here's what to consider:

1. Obtain candidate consent

Always secure the candidate's permission before contacting their references. This is not only a courtesy but also a professional requirement.

2. Prepare relevant questions

Tailor your questions to the role and the candidate's responsibilities. See the list of suggested questions.

3. Maintain confidentiality

Avoid sharing sensitive information about the hiring process or the candidate. Keep questions focused on the candidate's professional background.

4. Ask open-ended questions

Open-ended questions encourage the reference to provide detailed insights.

6. Look for consistency

Compare the reference's feedback with the

candidate's resume and interview responses. Look for alignment or discrepancies.

7. Be aware of legal restrictions

Avoid asking questions about topics protected by law, such as age, race, religion, marital status, or disability. Keep the conversation strictly professional.

8. Watch for red flags

Pay attention to hesitations or vague responses, which may indicate issues. Follow up for clarification if needed but remain professional and respectful.

9. Contact multiple references

Speaking to more than one reference provides a broader perspective on the candidate's skills, work style and suitability for the role.

10. Take notes

Document the reference's feedback to

ensure you have a record of the conversation. These notes can help in making a final decision and serve as a reference point later. Ensure those notes are added to the file.

11. Avoid bias

Keep the conversation neutral and focused on facts. Avoid being swayed by overly positive or negative remarks without sufficient detail or evidence.

12. Respect time

Be considerate of the reference's time. Schedule the call, keep the conversation concise and express gratitude for their input.

13. Use feedback wisely

Consider the reference's feedback as part of a larger evaluation process. No single reference should entirely determine the hiring decision.

Suggested Questions

Here are some effective questions to ask when checking a candidate's references. These questions cover a range of topics, from job performance to interpersonal skills, providing a well-rounded view of the candidate's past performance.

General performance

1. How long did you work with [candidate] and in what capacity?

Helps verify the relationship and the context of the reference.

2. Can you describe [candidate]'s role and main responsibilities?

Confirms the candidate's job title, duties and level of responsibility.

3. How would you describe [candidate]'s work performance overall?

Provides an overview of their performance and work ethic.

4. What are [candidate]'s strongest skills and areas of expertise?

Highlights specific skills that the candidate excelled in.

Work style and strengths

5. How does [candidate] handle pressure or tight deadlines?

Gives insight into their resilience and ability to perform under stress.

6. What is [candidate]'s typical approach to problem-solving?

Helps assess their critical thinking and analytical skills.

7. Can you describe a notable accomplishment [candidate] achieved while working with you?

Provides evidence of how they contribute and make an impact.

Interpersonal skills and team dynamics

8. How would you describe [candidate]'s communication skills?

Gauges their ability to interact with colleagues and clients effectively.

9. How did [candidate] work with others on the team? Was there any feedback on their collaboration skills?

Helps assess their fit within team environments.

10. How did [candidate] respond to constructive criticism or feedback?

Reveals their openness to growth and how they handle feedback.

Areas for improvement

11. What are some areas where [candidate] could improve?

Uncovers potential weaknesses in a constructive way.

12. Were there any performance challenges or notable concerns?

Directly addresses any potential red flags.

Rehire and closing questions

13. Would you rehire [candidate] if given the opportunity? Why or why not?

Summarizes their overall impression and offers an honest perspective.

14. Is there anything else you think would be helpful for us to know?

Allows for any additional, unprompted feedback that could be valuable.

APPENDIX F: SAMPLE LETTER OF OFFER/EMPLOYMENT CONTRACT

Consider seeking legal counsel when drafting your letter of offer to ensure you are protected in the employment arrangement.

Dear [Applicant's Name],

We are excited to offer you the position of [Job Title] at [Physician's Practice Name]. We believe your skills and experience will be a great addition to our team. Below are the key details of your employment offer:

Position details

- Job title: [Job Title]
- Start date: [Start Date]
- Location: [Office Address]
- Reporting to: [Supervisor's Name and Title]

Compensation

- Salary: You will be paid [Amount] per [hour/week/month/year], in line with our payroll schedule.
- Overtime: If you work more than [40] hours in a week, you will be eligible for overtime pay at one and a half times your regular hourly rate.

Benefits

As a member of our team, you will have access to the following benefits:

- Health, dental and vision insurance
- Retirement plans

Work hours

Your regular work hours will be from [Start Time] to [End Time], [Days of the Week]. Occasionally, you may need to work additional hours, for which you will be compensated accordingly.

Confidentiality

Given the nature of our work, maintaining confidentiality is crucial. You may have access to sensitive patient information, and we expect you to handle it with the utmost discretion. If you accept the position, you will be required to sign a confidentiality agreement to formalize your commitment to protecting patient information.

Probationary period

This job offer includes a standard 90-day probationary period that provides the employer the opportunity to observe and evaluate your capacity and ability to satisfactorily perform the essential functions of this job. A probationary evaluation will be conducted at the end of this period. Failure to meet the requirements of the job may result in termination of this contract.

Vacation

You will be entitled to _____ weeks of vacation per year (_____ days per month), based on the calendar year.

Termination with just cause

The employer is entitled to terminate your employment at any time for just cause, as defined by law.

Termination without just cause

Should your employment be terminated without just cause for any reason, the employer will provide you severance pay in accordance with the Nova Scotia Labour Standards Code.

We are looking forward to welcoming you to the team! Please sign and return a copy of this letter by [Date] to confirm your acceptance. If you have any questions or concerns, please contact me at [contact information].

Warm regards,

[Employer's Name and Title]

[Physician's Practice Name]

Accepted by:

[Employee's Name]

Date: _____