

Framework for Staff Development

The “framework” is a list of the tools we use consistently to put continuous effort into the development of our team. It is built on the “foundation” of our Vision and Mission. Every employee, every situation is different, so variations must be considered in all aspects of staff development. This framework is not an effort to be all inclusive or rigid but simply to give structure, so that it doesn’t collapse.

Staff Selection System

Turnover in eye care is usually relatively low; therefore, hiring is not something we do routinely. To ensure that our selection process is the best it can be, we utilize a unique set of systems that seem to work well for us. Step One is to review the notes from previous hires to re-familiarize ourselves with the systems and attempt to make improvements. Next steps include:

- Do a staff audit to see what strengths we have
- Determine what talents we need
- Conduct phone interviews
- Schedule observation days
- Offer a position when appropriate
- Present Welcome Gift (“*The Fred Factor*”)

Orientation

Science has proven that the most stressful day in a person’s life is the first day at a new job. We take this opportunity to make it a special day. Our orientation program strives to give our new team members a feeling that we want them to provide for our patients. Like hiring, it isn’t done often, so we keep careful notes and work to make it better each and every time.

Training

Training is defined as teaching and refining techniques necessary to perform certain tasks effectively within the practice. We begin training on Day 3 for new employees after 2 full days of orientation. New employees go through aggressive training in the area where our need is the greatest and they can have the most immediate impact. We typically begin in patient care, with pre-testing.

Our primary caution in training is letting them go too fast. We do this too much so we always remind ourselves to follow these three training rules:

1. Watch me
2. Show me
3. Slowly do it alone

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Education

Education provides knowledge and understanding of the methods we use to provide our care. This is provided to all of our team routinely. We utilize vendors, seminars, internal and external experts.

With training, we teach how to get an auto-refractor reading, with education we teach how refraction works.

Salary Adjustments

Everyone has a salary adjustment in the summer. We utilize a formula that considers many factors for a staff person's adjusted salary. Not only do we consider the qualities of the individual, but also the performance of the company. [DOWNLOAD FULL PROCESS](#)

Communications

Dedication to good communications within the team is the most critical piece of any program to keep a staff engaged. People want to feel important, people want to be involved in decisions that affect them and people want to be involved in something that matters. A multifaceted approach to staying in touch is essential.

Retreats – Twice per year, we schedule two off site retreats that are intended to stop our daily tasks long enough to revisit our vision and compare that to our current reality. We spend two days setting goals, making plans and having some fun.

Weekly Meetings – Every week, we look at those goals from the retreat to measure our progress. We pay attention to the current situations and make adjustments. Each of the Five Zones gives a report to answer three simple questions:

1. How are we doing?
2. How do we know?
3. What are we working on this week?

Daily Basic Meetings – Every day at 1:00, all staff members for WGEC gather for a short message centered around one of our 20 Basics. We read this foundational “rule,” explain its meaning and why it is important. We then cover the schedule and adjust to any special situations. It is a chance to at least see each other “for a minute” every, single day.

Tip of the Day – A list of nagging reminders of things we all should know, but forget from time to time. We have found this is better than correcting the little mistakes we all make from time to time.

An example would be: “We do not chew gum in front of our patients.” Nobody wants to hear that with a big wad of Hubba Bubba. But when it randomly shows up in an email to the entire team, it's a gentle nudge.