



APPENDIX M — RECRUITER & PHYSICIAN LEADER TRAINING CURRICULUM

A structured, scalable training program to elevate recruitment performance across your entire organization

Recruitment breaks down when skill development is inconsistent. This appendix gives your readers a turnkey training system to:

- Build recruiter competency
- Educate physician leaders on their role in recruitment
- Improve interview quality
- Increase candidate conversion
- Reduce delays
- Strengthen alignment
- Improve retention through better selection
- Create a shared language and process
- Build organizational excellence in recruiting

This training curriculum can be run internally, annually, quarterly, or used as an onboarding program for new recruiters and leaders.



SECTION 1 - CURRICULUM OVERVIEW

This curriculum is divided into **three core tracks**, each with increasing levels of depth:

TRACK 1: Recruiter Foundations

For new or early-career recruiters.

TRACK 2: Advanced Recruitment Techniques

For high-performing recruiters and physician recruitment leaders.

TRACK 3: Physician Leader Interview & Selection Training

For department chairs, service-line directors, medical directors, and executives.

Each track includes modules, exercises, scripts, and implementation tools.

SECTION 2 - TRACK 1: RECRUITER FOUNDATIONS

Core principles every recruiter must master

MODULE 1 - Understanding the Physician Marketplace

Topics:

- Supply vs. demand realities
- Specialty-specific market pressure
- Candidate motivations
- What physicians want in a role
- How compensation actually works
- Market segmentation strategies

Exercises:

- Create a specialty snapshot
- Identify your top 3 competing markets



MODULE 2 - Sourcing 101

Topics:

- PracticeLink, LinkedIn, DocCafe
- Boolean search basics
- Networking outreach
- GME outreach
- Conference strategies
- Building long-term pipelines

Scripts included:

- Cold outreach
- Connection messages
- Specialty-specific openers

MODULE 3 - First-Call Mastery

Topics:

- How to structure a 20-minute candidate call
- How to ask deeper questions
- How to assess fit
- How to overcome early objections
- How to keep candidates warm

Tools:

- First-call checklist
- First-call question bank
- Qualification scorecard



MODULE 4 - Interview Coordination & Best Practices

Topics:

- Preparing the candidate
- Preparing the team
- Eliminating interview friction
- Keeping the process fast
- Delivering a world-class visit

Tools:

- Interview day agenda template
- “Interview Day Greeting Script”
- Red-flag behaviors checklist

MODULE 5 - Offer Process & Candidate Experience

Topics:

- Communicating compensation clearly
- Handling negotiations
- Aligning expectations
- Closing candidates
- Avoiding slow-turnaround mistakes

Tools:

- Offer conversation script
- Counteroffer guide
- Expectations alignment tool



SECTION 3 - TRACK 2: ADVANCED RECRUITMENT TECHNIQUES

For experienced recruiters ready to level up.

MODULE 6 - Advanced Sourcing & Passive Candidate Systems

Topics:

- How to identify passive candidates
- 12-month nurture workflows
- Content marketing for recruitment
- Warm-list management
- Personal branding as a recruiter

Tools:

- Monthly outreach calendar
- Passive candidate pipeline tracker
- LinkedIn posting templates

MODULE 7 - Strategic Physician Selection

Topics:

- Behavioral interviewing
- Emotional intelligence indicators
- Long-term stability predictors
- Cultural alignment assessments
- Identifying burnout risks early



Tools:

- Emotional intelligence scorecard
 - Culture-fit interview guide
 - Burnout risk assessment
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MODULE 8 - Leadership Communication for Recruiters

Topics:

- How to influence physicians
- Negotiation basics
- Navigating conflict
- Communicating when stakes are high
- Framing difficult messages

Tools:

- Leadership communication scripts
 - Power language glossary
 - Conflict de-escalation checklist
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MODULE 9 - Proactive Pipeline Management

Topics:

- Forecasting needs
- Workforce planning
- Market intelligence use
- Predicting turnover
- Quarterly recruitment planning



Tools:

- Pipeline forecasting dashboard
- Quarterly planning template
- Vacancy risk matrix

MODULE 10 - Data-Driven Recruitment

Topics:

- KPI dashboards
- Time-to-fill analysis
- Offer acceptance rate
- Source effectiveness tracking
- Return-on-effort scoring

Tools:

- Recruitment analytics scorecard
 - KPI template
 - Source attribution tracker
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SECTION 4 - TRACK 3: PHYSICIAN LEADER

INTERVIEW & SELECTION TRAINING

Leadership must be trained not assumed.

This track is for:

- Department Chairs
 - Medical Directors
 - Service-line directors
 - CMOs
 - Chiefs of Staff
 - Clinic leadership
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MODULE 11 - Leadership's Role in Recruitment

Topics:

- Why physicians leave
- Why physicians say “yes”
- How leadership influences culture
- The importance of alignment
- Closing the candidate together

Tools:

- Leadership recruitment responsibility grid
 - Physician leader expectations document
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MODULE 12 - Clinical Competency & Case Mix Fit Assessment

Topics:

- Evaluating surgical skills
- Determining case mix alignment
- Reviewing board certification/eligibility
- Assessing procedural competence

Tools:

- Procedural competency checklist
 - Case-mix matching tool
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MODULE 13 - Behavioral & Cultural Interviewing for Leaders

Topics:

- How to read people
- Emotional intelligence cues
- Long-term stability markers
- Identifying red flags
- Asking deeper questions

Tools:

- Leadership interview guide
 - Physician stability indicator checklist
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MODULE 14 - Running a High-Impact Interview Day

Topics:

- Environment setup
- The right first impression
- How leaders should greet candidates
- How to make candidates feel seen
- Communication flow that closes deals

Tools:

- 90-minute leader interview script
 - Interview day engagement checklist
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MODULE 15 - Selection Committee Best Practices

Topics:

- How to run an effective committee
- Best-practice scoring
- Avoiding bias
- Preventing “analysis paralysis”
- Making confident decisions

Tools:

- Selection committee scoring grid
 - Consensus-building process guide
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SECTION 5 - IMPLEMENTATION SCHEDULE

A full 12-month training roadmap.

Quarter 1 — Recruiter Foundations

Modules 1–5

Weekly sessions or two half-day workshops

Quarter 2 — Advanced Skills

Modules 6–10

Monthly deep-dive sessions

Quarter 3 — Physician Leader Training

Modules 11–15

Two half-day leadership workshops

Quarter 4 — Integration & Review

- Annual review
- Competency validation
- Leadership feedback
- Recruitment outcome analysis
- Next-year planning

This schedule can be adapted for any organization.

SECTION 6 - COMPETENCY CHECKLISTS

To assess readiness of both recruiters and leaders.

Recruiter Competencies

- ☐ Understands specialty markets
- ☐ Conducts high-quality first calls



- ☐ Sources passive candidates
- ☐ Runs smooth interview days
- ☐ Communicates with clarity
- ☐ Uses data effectively
- ☐ Partners with leadership
- ☐ Closes candidates confidently

Leader Competencies

- ☐ Supports interview process
- ☐ Engages candidates effectively
- ☐ Evaluates case mix fit
- ☐ Identifies red flags
- ☐ Builds trust quickly
- ☐ Provides timely feedback
- ☐ Reinforces organizational culture

SECTION 7 - SUMMARY: TRAINING IS THE ENGINE OF GREAT RECRUITMENT

- Skills improve outcomes
- Training creates consistency
- Consistency builds trust
- Trust accelerates recruiting
- Strong recruiters + trained leaders = unbeatable results

This curriculum empowers organizations to build high-functioning recruitment teams that operate with excellence, confidence, and impact.