

## Hiring Best Practices

Many practices face challenges in filling position vacancies. When replacing a team member or hiring additional employees in an expanding practice, ensure your outreach efforts are designed to cover all the bases and get results quickly.

1. Is this a position that someone currently in the practice can be promoted into? It's always best to hire from loyal employees within the practice if that will best meet the needs of the practice.
2. Ask your staff for referrals of any potential employees they might know. Often great staff will want to work with some of their favorite previous co-workers. Think of offering a referral bonus to those who bring in a great hire after 90 days of employment.
3. Ask your vendors and reps for referrals of potential employees. Oftentimes their work with other practices or businesses keeps them in touch with details about qualified people who might be making a change or benefit from hearing about a position available in your office.
4. Make sure you have done your research into the salary, schedule and benefits for comparable positions being offered in your area. Your listing must be attractive to potential candidates. Consider listing a range and be prepared to show applicants how the salary and benefits add up.
5. Consider platforms for ad placement.
  - a. Regional networking groups for practice owners, office managers, hygienists and others in the profession have Facebook groups or other social media avenues for advertising open positions.
  - b. Indeed has evolved, and has some noteworthy points. You must tend to your ads routinely as you will be charged per applicant and can run up costs if you don't reject unqualified applicants promptly. You will also lose out on candidates you don't contact, screen and interview quickly.
  - c. Although many employers shy away from Craigslist and comparable platforms, job seekers still use them. It is important to have a variety of postings out to attract the number of applicants that will result in a quality hire.
  - d. Monitor postings and respond to any resumes or inquires immediately. Many platforms allow for online contact, screening and even scheduling of a remote or on-site interview.
  - e. If your ads are not drawing a good response, consider varying the position title, ad content, salary and benefits range, signing bonus and other aspects of the posting. Refresh ad postings and/or sponsor your ad to ensure enhance visibility and response.
  - f. Contact a temp agency that may help you with fill-in assistance or offer temp-to- hire services, which can be expensive but may avoid the long-term expense of operating your practice at an inadequate staffing level.
  - g. Vet local internships through schools and certification programs to determine if their interns (needing hours to complete certification) can provide you with temporary help and potential hires.
  - h. Post ads with these same schools and certification programs, which often offer lifetime placement assistance to their graduates and may be happy to include your listing in their offerings.

6. Conduct an initial phone screening. If the person matches what you are looking for make an appointment at the earliest convenience of the practice to conduct a Zoom or face-to-face interview.
7. Have a job offer ready and written up in case your interview works out well.
8. Schedule a working interview if you would gain insight into how well the practice, available position and candidate match up.
9. Respond quickly to all candidates and maintain professionalism, even with those you decide not to hire.
10. Remain aware of your state licensure and certification standards for all positions to prevent problems with employees working outside of their scope of practice.

In today's job market, it is essential to have someone dedicated to your practice's active and passive phases of recruitment. This includes daily time during business hours allocated for work and creativity related to this important function, as well as light availability nights and weekends to maintain a fast pace and avoid losing great candidates.