



Hire the Right Person the First Time!

Attracting and hiring the right person for the job is every doctor's challenge. When it is time to hire a new team member, finding a motivated person who has the right personality and the skills to be successful in the position seems like a game of roulette. How many times have you hired a new employee and within a month found out he/she was completely different from the type of person you thought you had hired? Within my consulting experience, I often find that doctors do not have an organized system for the hiring process and many unsuccessful hires occur because important steps were missed. Statistics show that it costs a business a minimum of one and a half times an employee's annual salary when an employee has to be replaced. Therefore, it is imperative to do the best job possible when hiring a new employee.

Hire the Right Person by following these steps:

1. Behavioral assessment surveys help put the right person in the right job.

To varying degrees, all people possess behavior traits in four different areas: dominance, extroversion, pace and conformity, and one of these behavior traits will be their strongest which will dictate 50-70 percentage of his/her behavior. After extensive research, the Professional Dynametric Program (PDP) has defined behavior traits as follows:

- **Dominance** – prefers control and taking charge.
- **Extroversion** – prefers interaction with people and being social.
- **Pace** – prefers a steady pace and can easily adapt to different situations.
- **Conformity** – prefers organized systems and is very detail-oriented.

Think of these four behavior trait patterns as **four different “planets”** that people can come from, each with a distinct and different set of natural strengths and responses. Some “planets” are more dominant, outgoing or detail-oriented than others. It is important to recognize what “planet” the applicant is from and whether or not they have the desired behavior traits necessary to be successful in the job you want them to perform.

For example, it would be preferable to have the person who works with the collections in the office have some dominance in their profile. This would help them address patients/clients who are stubborn about paying their bill. Also, this person preferably should pay close attention to detail, because this would reduce accounting mistakes. If the collections person will also be presenting treatment plans and explaining related costs, it is a good idea for him/her have a dose of extroversion in the mix of traits. This would help them better relate to the patient/client and add some warmth to their ability to be direct when necessary. Therefore, a variety of traits—extroverted, dominant and detail-oriented—would best compliment such an important staff position.

2. Create a Job Model.

Identify the specific traits/strengths needed to perform effectively in the open position. The PDP JobScan Survey will produce a Job Model report that can be used to compare applicants.

3. Write a More Effective Ad.

- Realize that the best workers are often already working for someone else, but they may not be satisfied!
- Rather than placing the standard ad that is worded like everyone else's, write an ad that will be more effective in attracting the type of person you desire. The PDP Job Model report will give you a list of key words/phrases that are specific motivators to the type of person you are seeking.



- When these motivators are written into the ad, it will prompt these good workers who are working elsewhere to call you!

4. Have applicants fax their resumes to your office.

This allows you to prescreen applicants and provides an indication of their ability to follow directions.

5. Narrow your list of applicants through telephone interviews first to save time.

- Applicants can look good on paper, but they can have poor interpersonal and verbal skills, manners, etcetera.
- Review job requirements and the applicants' skills and experiences to verify if they are good matches.
- Discuss their salary requirements, geographic location and available work hours to see if they are compatible with your office.

6. Initial Interview and Applicant Survey.

- Ask qualified applicants to come in for initial interviews. This is an opportunity for you to see the applicants in person and to determine if their grooming, mannerisms, verbal skills and people skills meet your standards. Look for their ability to make eye contact, convey a professional presence and interact well with team members. This also serves as a chance for applicants to see if the office and the team appeals to them.
- Prepare a list of interviewing questions ahead of time that will help determine compatibility with the job. I have found it to be a big time saver to e-mail/fax interview questions to applicants so that they may complete and return them before they come to the office. This allows the doctor to use the interview time more efficiently by focusing the conversation on questionable skill areas. Allow the applicants to do most of the talking. Show them a written job description and discuss the duties.
- Have applicants who pass the initial interview take the PDP Applicant Survey to help determine the unique strengths they would bring to the team and most closely matches your ideal job model. The Applicant survey can be completed on the web and only takes five minutes. If the applicant's survey reveals the trait/strengths you are looking for, the next step is to check references.

7. Always check references!

This is absolutely essential! Many people know how to package themselves to cover up past problems or undesirable traits. While employers might be willing to confirm employment dates only, you can of-

ten determine their overall satisfaction with the employee by their tone of voice and other comments.

Always speak to a former supervisor, not just friends and acquaintances. If the applicant has worked in a dental office, be sure to speak with the doctor. Describe your perceptions and observations of the applicant to determine if they are correct. Ask the doctor if there is anything else he/she would like to share with you. One of the most effective questions to ask the previous employer is: "If you had a position open up in your office, would you rehire this person?" This almost always provides a strong indication of the employer's level of satisfaction with the employee.

If the applicant's references are positive, call the applicant to arrange a working interview.

NOTE: You should always ask permission to call for references. Never call an applicant's current employer; not only could it cost an applicant his/her job, but also it is illegal.

8. Conduct a paid working interview.

Ask the applicant to come in for a half a day working interview and pay him/her a fair hourly wage. Observing the applicant in the office will provide an indicator of the applicant's current skills, ability to work with others, ability to follow directions, speed of work and adaptability to your unique work environment.

9. Lunch Out and the Doctor Pays!

If the working interview has gone well, suggest that the applicant have lunch with team members they will most closely be working with to get to know each other better. The doctor should pay for this lunch, but he/she should not attend. Ask the staff to observe and give feedback on the applicant's politeness, manners and personality outside the office. They should also assess the applicant's interest in the job itself, not just the paycheck and benefits. Sometimes an applicant will put on a different face in front of the doctor as opposed to staff members.

10. Ask the team's opinion about hiring the applicant.

Is the team comfortable with this person and willing to let him/her into the "family?" No matter how qualified the applicant is, there will be problems in the office and the new hire will eventually leave if the team is unsupportive of him/her. Every employee wants to feel a sense of value and belonging in the workplace.



11. Proper Certification.

Make verification a condition for employment. It is not uncommon to find dentists using assistants who had indicated they were licensed to take X-rays, but, in reality, are not qualified nor licensed to do so. Have your office manager confirm the license and permit status for your entire staff. Also, order copies of the permits and keep them in the personnel file.

12. Hire based on personality, not just skills!

This is one of the most important guidelines when hiring a new employee. You can train a new em-

ployee on specific job skills, but it is very difficult to change someone's personality if it is not the right match for the position you are looking to fill. The PDP survey helps you see what personality (traits/strengths) you would be hiring!

Consider the time and money spent in the hiring process an investment in your business to avoid staff turnover costs. By thoroughly following the above steps, you will end up with a successful hire and save yourself a lot of stress! E-mail your request for a free Telephone Interview Question Guide to julie@julieweir.com.

Hire Right Tools That Work!

The Complete Hire Right Manual only \$125

- *Step by step guide to the hiring process*
- *Specific Interview questions for Front Desk, Assistant and Hygienist positions*
- *Information on using the PDP behavior/traits surveys to give the doctor a better insight into who they are hiring*
- *Telephone Interview Question Guide*
- *Employment Application*
- *Reference Check forms*
- *Steps for training the new employee*
- *Exit Interview Questions*

For more information, visit www.julieweir.com/staff.htm Or call Julie at 303-660-4390.

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