

# Hiring Employees with the Right Fit

By: Debbie Best

Senior Practice Management Consultant, Consulting Network



Hiring a quality employee can be one of the most difficult tasks an orthodontist faces. How do you get the right person to respond to your internet or classified ads? Once they respond, how do you encourage them to actually walk through your door for an interview? When you find the perfect candidate whose skills, personality and qualifications match your needs and core values, what can you offer to entice them away from other potential employers?

Explore outside of the box when searching for a new employee. Utilize your team to canvas your community, keeping their eyes and ears open for any contact they have with anyone in the business world. Banks, retail stores, and restaurants are an excellent potential employee source, many of which already offer training in customer service. Network with your colleagues and friends. If you have children in school, ask at the local school meetings or check with the school principal or secretary.

Many professionals are now exclusively utilizing the internet for employment opportunities. Using an internet advertising agency instead of the newspaper classified ads cost considerably less. Websites such as [www.dentalworkers.com](http://www.dentalworkers.com) allows you to post an ad and search resumes by region, specialty and job description. Since potential employees will e-mail their resume to you instead of calling the office, it cuts down on the interruptions a newspaper ad can cause to your daily schedule. Through e-mail communication, potential employees can immediately respond to your ad via the internet.



Before you place your ad, analyze the position and create a job description. Get input from your team as to the personality, skills and qualifications required to fulfill the requirements of the position. Develop a creative ad that highlights the responsibilities of the position with enticing words that describe what makes your office special and unique. An example might be the following:

**WANTED: A MULTI-TALENTED TEAM PLAYER**  
Our busy orthodontic office is searching for a fun, bright, energetic person with orthodontic or dental experience who enjoys a fast pace. We pride ourselves on quality patient care and are looking for a dynamic scheduling coordinator who can manage multiple tasks with a smile.

We offer a challenging career opportunity in a team-oriented environment where employees are appreciated for their involvement and talent.

When the potential employee comes to the office for an interview, have them fill out an application even if they have a resume. This allows you to evaluate how quickly they complete the form as well as determine the

legibility of their handwriting and the accuracy of their spelling. Ask the interviewee open-ended questions. Find out how they would handle certain situations that might come up in the position they are interviewing for. What are their short range and long range goals? Have the job description available for them to review so they know exactly what the requirements of the position will be.

Include other team members in the interview process, each person asking different questions. More than one individual's perspective is valuable when you are evaluating a potential new employee. Remember that two heads are better than one. Make sure that those who would be working with the potential employee are participants in the process if at all possible.

Consider using a personality assessment as well as skill testing to help you make your decision. In the orthodontic world, an outgoing, bubbly personality is typically one of the main characteristics to look for when it is time to hire a new employee. Remember you can train a new employee the skills to do a task, however you cannot change their personality.

Treat potential employees as you would treat new patients; sell talented potential employees on your practice. What can you offer them that your competition cannot? Take aspects that are unique to your practice and team and use them as "wow" factors. Remember to be honest; do not exaggerate or oversell. This is an opportunity for your team to step in and share some of the reasons they enjoy working in your office. If you have an album of testimonials written by your patients, it is a wonderful way to show the potential employee what you truly stand for.

Always be on the lookout for potential employees, even if you currently do not need anyone. Quality candidates are few and far between and are seldom available when you need them. It is much easier to spend the time and energy required to hire the right person than to have to replace someone when they do not work out. The old saying that it is better to at least have a warm body in the office than to not have anyone at all, just does not work in the orthodontic world. Run the office short-handed until you find the right individual for the position. Desperation hiring is tomorrow's headache.

Bentson Clark & Copple  
*InSight*

Volume 2, Issue 3  
© 2012, Bentson Clark & Copple, LLC