



# THE ULTIMATE HIRING TOOLKIT



**5 STEP DENTAL  
PRACTICE GUIDE:  
WHO TO HIRE & HOW**



# A BETTER WAY TO HIRE

At DentalPost, we believe in using data to make better hiring decisions. Hiring can be a long and expensive process, but when done right, you save time and money.

This guide provides helpful hiring tips, checklists and sample forms for dental practice owners and office hiring managers like you to attract and retain the right talent, build a better team, and grow your practice.

Happy hiring!



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1

**DETERMINE "WHO"**





# ASSESS YOUR TEAM.

**Know *who* you need before engaging candidates.**

When we're hiring, we naturally look outward at who we need. But often, we fail to step back and think about who we already have on our team, their personalities, and where the team needs balancing.

Filling skill gaps is important, but filling soft skill gaps yields a higher level of team efficiency, harmony, and productivity.

Who are you missing in terms of the team dynamics? The Motivator? The Problem Solver? The Optimist?

## **In this section you'll get:**

- ☒ **Hiring Priorities Checklist**
- ☒ **Core Values Assessment**



## CHECKLIST: IDENTIFY YOUR HIRING PRIORITIES

Do you have sufficient leadership on the team already? What are you looking for? Team players? Collaboration? A positive, can-do attitude?

- STEP 1: List the attitudes and behaviors your ideal candidate will exhibit** based on the personalities of existing coworkers and your practice culture. As you screen candidates, you can test and measure the extent to which they possess the same characteristics or personality types.

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- STEP 2: What are the characteristics that would best balance the team?** What qualities are most valuable in potential candidates? You can ask your team to weigh in on this process. Team buy-in early on makes your current team feel valued and makes onboarding new team members easier.

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- STEP 3: List your Core Values to help you find the right fit for your culture.** See the Core Values Assessment Worksheet on page 8 the toolkit.

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# ENSURE THE RIGHT CULTURE FIT.

A Core Values Assessment can make the discovery process easier. If you include your team, it can be a fun team-building activity. Be sure to write them down, post them, practice them, and most importantly, live them!

Mapping your existing team will help laser-focus your hiring criteria. When you do that, and let candidates know who you are and how they would fit into the team, you show them that you are intentional and thoughtful about your culture and team.





## CORE VALUES ASSESSMENT WORKSHEET

*Narrow your core values – these values drive your decision making processes and ultimately your level of satisfaction. To narrow your values:*

- 1. Star twenty words that most resonate with you.*
- 2. Underline ten of the starred words that you find most important.*
- 3. Circle five of the most important words from the list of ten that you have starred.*

Abundance	Ecology/Environment	Intelligence	Relationships
Achievement	Ethics	Intimacy	Reliability
Activism	Excellence	Investing	Religion
Adventure	Excitement	Joy	Reputation
Affluence	Experience	Justice	Resilience
Approval	Expertise	Kindness	Resourcefulness
Art	Expressiveness	Knowledge	Respect
Beautiful things	Fairness	Leadership	Responsibility
Beauty	Faith	Learning	Safety
Belonging	Fame	Love	Security
Challenges	Family	Loyalty	Sensuality
Change	Financial	Making a Difference	Serenity
Clarity	Independence	Mastery	Service
Comfort	Fitness	Meaningful work	Significance
Commitment	Flexibility	Mindfulness	Simplicity
Community	Freedom	Money	Spirituality
Compassion	Friendship	Nature	Stability
Competence	Frugality	Open-mindedness	Status
Competition	Fun	Order	Success
Connection	Generosity	Originality	Teaching
Consciousness	Growth	Owning	Thrift
Contribution	Happiness	Peace	Thriving
Control	Harmony	Perfection	Tradition
Country	Having the best	Philanthropy	Transcendence
Creating	Health	Play	Transformation
Decisiveness	Helping others	Pleasure	Trustworthiness
Devotion	Home	Power	Truth
Dignity	Honesty	Privacy	Uniqueness
Discipline	Imagination	Productivity	Unity
Discovery	Independence	Prosperity	Virtue
Diversity	Individuality	Purpose	Vision
Duty	Influence	Reason	Wealth
Education	Innovation	Recognition	Wellness
Enjoyment	Integrity	Recreation	Worthiness



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## START THE SEARCH





## ATTRACT THE RIGHT CANDIDATES.

Your job description is the first impression you will leave on a potential candidate.

A good job description will save you time and money by attracting the right talent and repelling those who may not be the right fit. It's your opportunity to shine and show candidates how you're different!

### In this section you'll get:

- ✓ **Job Description Checklist Part 1: The Basics**
- ✓ **Job Description Checklist Part 2: New Standards**
- ✓ **Job Description Best Practices**
- ✓ **Sample Job Description Template**





## JOB DESCRIPTION CHECKLIST

### PART 1: The Basics

#### Qualifications & Experience

How many years of experience does the position require? \_\_\_\_\_

Does this position have special education requirements? \_\_\_\_\_

#### Full-Time / Part-Time

Is this a salaried or hourly position? \_\_\_\_\_

If you are looking for part-time, is there potential to be full-time in the future? \_\_\_\_\_

#### Compensation

What is the salary or hourly rate? \_\_\_\_\_

***To publish or not to publish?*** Listing an hourly rate or annual salary might help you screen candidates faster, but can also make it harder to attract candidates with more qualifications. Omitting the salary or hourly rate from your job posting may attract more candidates and give you room for negotiation with the right candidate.



## PROMOTE YOUR PERKS

Not all practices are equal when it comes to employee offerings. Now is the time to toot your own horn about the perks that set you apart.

- Do you offer production bonuses? Flex time? Job sharing? Training?
- Do you use the latest in dental technology?
- Do you have fun team building activities to keep the team connected and spirits high?
- Do you participate in dental mission work or support team members who do?
- Do you sponsor or reimburse team members for continuing education?
- Do you offer paid vacation or maternity leave?



## JOB DESCRIPTION CHECKLIST

### PART 2: New Standards

Aside from the usual – qualifications, experience level, schedule, and compensation – there is a new standard that includes addressing the safety, operations, culture, and values of a practice group.

Transparency and the ability to communicate your office culture to a potential employee are more critical than ever. Following are some key details to include:

#### Safety Measures

Which equipment and physical changes have you made in your office to protect patients and team members? \_\_\_\_\_

What schedule changes have you made to reduce risk? \_\_\_\_\_

What PPE do you provide? Does the practice provide it to only employees or are temps included? \_\_\_\_\_

#### Team Member Communication

Do you stay in communication with your team by doing virtual huddles, having weekly check-ins, or coordinating monthly or quarterly production meetings during office closures? \_\_\_\_\_

Do you empower your team to provide input to help improve new processes and day-to-day operations? \_\_\_\_\_

#### Differentiators

What makes you different from other local practices? Detail why your office is a great place to work. Think a little more broadly than just a daily routine. \_\_\_\_\_

What can they expect to accomplish professionally and personally in your practice? \_\_\_\_\_

#### Culture & Core Values

What else makes your practice special and different? \_\_\_\_\_





## JOB DESCRIPTION BEST PRACTICES



**Keep your job ad simple and skimmable.** Break up sections into short, easy-to-read sentences.



**Include relevant keywords** for the role and your culture.



**Go beyond the day-to-day job description.** Share how they will grow in your practice.



**Highlight your perks and differentiators!** This includes your office culture. See DentalPost's Culture Assessment for messaging ideas.



**Know the law.** Comply with local and federal labor laws. Avoid references to gender, marital or parental status, unemployment status, race, ethnicity, age, non-job-related disability, national origin, or religion.



**Avoid being overly simple or too wordy.** Add the important details, but save something for the interview.



**Don't be a copycat.** Be authentic. It's ok to look to other job ads for inspiration, but candidates can tell when it's canned.



**Don't just brag about your workplace, support it with facts.** Include a snippet of a testimonial, a recent award or accolade from the industry or community.



**Don't bury the perks.** Lead with the differentiators and "good stuff" first and leave the standard details at the bottom.

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## SAMPLE JOB DESCRIPTION

*Are you looking to work for a practice that offers stability and operates with integrity? Would you like to work for a dentist with an excellent reputation in the community and among dental peers?*

*Look no further! We create and maintain an environment that is safe for our team and patients. We provide PPE that includes high-volume evacuation devices for intraoral use along with the usual gowns, shields, and gloves. Plus, we offer a wide variety of hand instruments.*

*We can tell you why we're great, but our long-standing team members are the real testament. Why do they stay? Because we invest in them and their continuing education and personal growth. And also because we like to have fun while working hard in a respectful and professional environment.*

### **We are seeking a qualified RDH who:**

- ☒ Puts both their head and heart into their work and patient care.
- ☒ Has strong communication skills and uses emotional intelligence to work through challenges and issues.
- ☒ Keeps a positive attitude (even in the midst of a pandemic) and is willing to do what it takes to make it work.
- ☒ Is passionate about helping the business grow.
- ☒ Practices high standards of care, including a working knowledge of overall dentistry and dental hygiene procedures, and dental patient screening.

We are looking for a full-time hygienist with 3+ years experience. Competitive salary, benefits, and paid vacation. If this is you, then come meet your forever dental home!

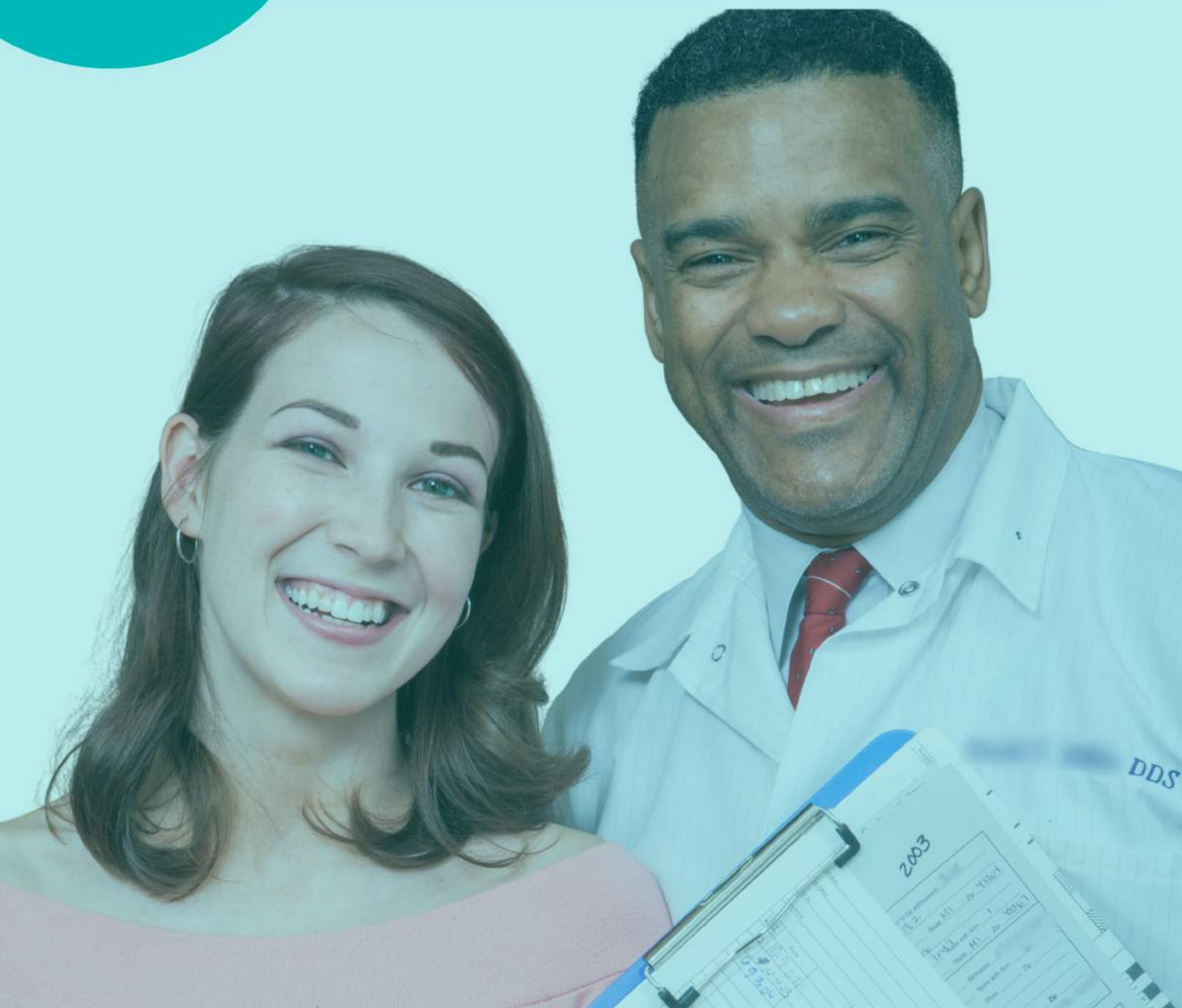
This is just one example of a great job description. What can you honestly say about your practice that makes you stand out in the sea of job posting sameness? It will be noticed and appreciated and says a lot about who you are that you took the time to do so.

**Better job postings mean better candidates, faster!**



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## SCREEN & RECRUIT



# SAVE TIME & MONEY WITH BETTER SCREENING.

Once you've written your job description, you're ready to start promoting. It's tempting to save a little money and use social media channels to promote your open position, but doing so can require additional time managing and tracking applicants.

Job board and posting platforms offer applicant tracking tools and centralized communications that will help save you time and keep your search organized and professional at all times.



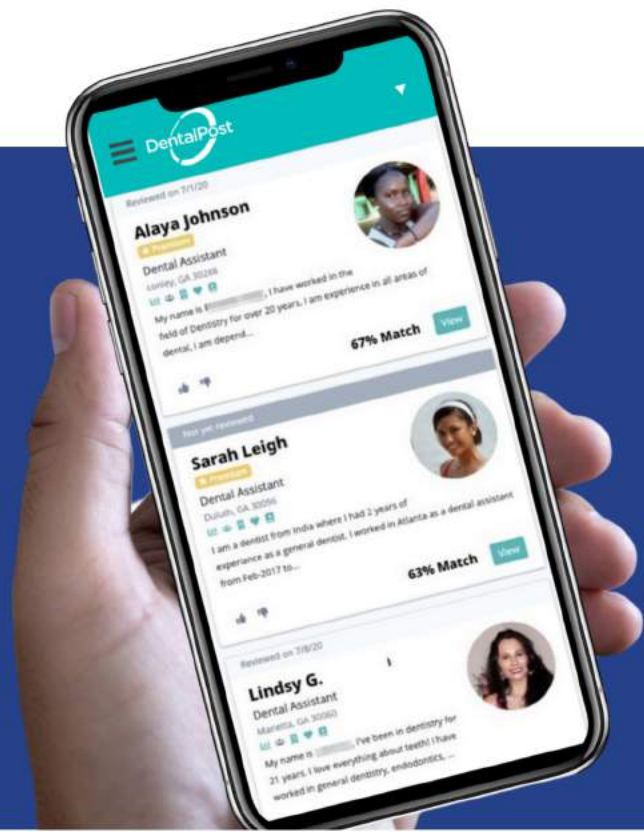
## In this section you'll get:

- ✓ **Resource Comparison - Job Posting vs. Job Slot Subscription**
- ✓ **Premium vs. Basic**
- ✓ **How to Use Candidate Assessments to Hire Smarter**
- ✓ **Candidate Assessment Types**



# More Than a Job Board.

Beat the odds with the nation's #1  
dental job board & community.



## JOB POSTING

### Post Temp & Perm jobs.

- A network of nearly 1 million dental professionals
- Purchase Premium to access candidate assessment data to help you hire right the first time
- Post and connect on the go with the DentalPost mobile app
- Flexible scheduling for immediate and future temp needs

## PREMIUM SUBSCRIPTION

### DentalPost's best value and most flexible hiring package.

- For each premium subscription job slot, post any time, for any position, full-time, part-time, and temp.
- Includes 50 Invitations to Apply every month
- Search & review public resumes by zip code for those in our database
- Cancel your subscription at any time

## NATIONWIDE REACH

Looking for the best of the best? Gain maximum exposure and reach the entire DentalPost network by adding Nationwide Reach to your Premium Job Post.



## Use candidate data to target the best.

Candidate assessments give you a deeper look into who a candidate really is, and whether they're the right fit for your team and culture.

Assessments are FREE to all job seekers on DentalPost, so if your prospective candidate hasn't already completed assessments in their DentalPost profile, ask them to do so ahead of the interview so you have time to review their responses.

## PREMIUM VS. BASIC



Premium job posts and premium job slot subscriptions give you access to the candidate's complete profile, including all assessments they have taken on DentalPost.

These assessments provide an excellent first-round screening mechanism and can help narrow down the candidate pool by as much as 40%, which is critical in metro areas with search results in the thousands. They also highlight the more engaged and enthusiastic candidates.



## CANDIDATE ASSESSMENT TYPES

DentalPost equips practices and hiring managers with the assessment tools needed to understand their teams and potential candidates better in order to make better hiring decisions. Candidate assessment data is accessible to employers with a **Premium Job Slot Subscription** or **Premium Job Post**.

Here's a breakdown of 5 key assessment types and why they matter when evaluating a potential new hire:



### **DISC**

The DISC assessment details your communication and work style. Understanding the four DISC personality types and hiring for the right mix on your team is key to boosting communication, productivity, and conflict management in the workplace.



### **Emotional Intelligence**

Emotional Intelligence (EI) is the new "smart." Everyone you work with has some level of EI, and understanding the strengths and weaknesses of each team member can have a great impact on the overall success of the team. People with high EI are invaluable in roles that involve frequent interpersonal relationships and leadership. Having high EI is especially important in healthcare and caregiving.



### **Core Values**

Core Values Assessments offer a clear sense of what is most important to a person in life. It is important to know what a candidate values the most when choosing a dental practice to work with. As an employer, you will also benefit from knowing what you value to ensure the right culture in the office.



### **Skills**

Just like it sounds, Skills Assessments measure actual skills. From clinical skills to technological know-how and general communication abilities, both hard skills and soft skills can be measured and ranked by level of proficiency.



### **Workplace Culture**

Workplace Culture Assessments help you understand what types of work environments someone would enjoy most, as well as the types of environments that they would work best in. Understanding a candidate's Workplace Culture preferences will help you find team members who best fit in your practice environment.



# 4

## INTERVIEW & ASSESS





# PREPARE FOR THE INTERVIEW.

You've narrowed down your candidate pool and are ready to start interviewing - **congrats!**

Asking the right questions during an interview is a key step in the hiring process.

Whether your interview takes place in person, by phone, or by video conference, you will want to be prepared.

## In this section you'll get:

- ☑ How to Identify "Soft Skills"
- ☑ Interview Prep Checklist
- ☑ Interview Questions
- ☑ Candidate Evaluation Form

## Identifying critical "soft skills."

Before you begin your interviews, there are steps you can take to use your time more effectively and leave the interaction with clear outcomes.

It sounds obvious, but many interviewers don't ask the right questions to make an informed decision. The more data you have on a candidate, the easier it is to determine whether they are the right fit for your practice.

If the resume shows skills and work history, then the interview should uncover soft skills. The most highly-sought soft skills include:

- ☒ **Adaptability:**  
Some personality types are change resistant. Some are rigid in how they do things. Can they adapt to the culture of your workplace? New protocols?
- ☒ **Mindset:**  
Hire for mindset, not skillset. If a skillset is about what a candidate can *do*, then mindset is about what they see, think and believe. When problems and challenges arise from the everyday ins-and-outs of dental practice, it's not always the best or fastest hygienists, or even the highest producers who lead you through a crisis. It's those with growth mindsets vs. fixed mindsets.
- ☒ **Accountability:**  
Do they own their role? Do they take responsibility for their production and contribution to the team even when things don't go well or as planned?
- ☒ **Communication:**  
This is the number one reason teams breakdown. When you're running a tight schedule, there is little margin for error. And anyone who is working with patients **MUST** have excellent communication skills to keep patients informed and engaged.
- ☒ **Conflict resolution:**  
Conflict is sometimes unavoidable. Candidates who are resourceful, have good communication skills and high emotional intelligence can solve problems more quickly and effectively.
- ☒ **Problem-solving:**  
No matter how tight your production is, problems will arise. When they do, you want the team member who comes to you with *solutions* rather than problems and complaints. Ask candidates to provide examples of situations (both clinical and non-clinical) where they were required to solve a crisis or challenge with little direction or few resources.





## INTERVIEW PREP CHECKLIST

Make the most of your time with candidates by preparing the following in advance:

- Confirm the appointment as far in advance as possible, and at least one day prior to the meeting. Provide all necessary details, including:
  - Interview date & time
  - Directions and parking instructions
  - Instructions for entering the building (if applicable), and who to ask for upon arrival
  - Any materials they are expected to bring
  - Length of working interview and expectations or advance tips (if applicable)
- Dedicate time to get to know who you are talking to before the interview. Reread the resume not only for what's on it, but what's NOT on it.
- Review any assessments the candidate provided.
  - Candidate assessments are available to you with a Premium Job Posting on DentalPost. If the candidate hasn't completed any assessments, ask them to do so prior to the interview. This will give you time to review their responses, uncover areas of concern, and provide a focal point around more probing questions you will want to ask.

### Planning a Working Interview?

- Confirm that the candidate understands your expectations and agrees with this plan.
- Communicate whether or not you will provide PPE for the interview, based on your office protocols.
- Outline expectations before the candidate comes in.
- Make sure to maintain compliance with state requirements around compensation for any work performed.

## Interview Questions

The following interview questions will help you get a better feel for the candidate's personality and how they will fit into your practice.

Listen for cues and pay attention to body language. What are some soundbytes you want to hear?

If possible, see if you can get the candidate to spend time with your team.



## Interview Questions

### Previous Job:

- What were you hired to do?
- What were some low points during that job?
- Who were the people you worked with?
- What was it like working with your previous boss?
- What will he/she say are your biggest strengths?
- What will he/she say are your areas of improvement?
- How would you rate the team you worked with on an A, B, C level?
- Why did you leave your job?
- What are your career goals for the future?

### Leadership:

- When have you had to lead by example and how did others respond?
- Describe a time when you needed to persuade another person to understand things your way. What was the outcome?
- Provide an example of a situation when something did not go as planned. What role did you play in the situation and outcome?
- Tell me about a time in a previous professional situation (or life situation) where you were in a challenging or negative circumstance and you had to change your mindset.

### Productivity and Prioritization:

- What was the most productive team you've been on and why?
- Describe a situation when you had multiple projects at the same time. How did you place them in order of importance? What was the end result?
- How do you use planning to increase your productivity?
- What would you consider a productive work day or environment?
- What did you do with any downtime during the pandemic to further your career? Your personal development?
- When there is downtime in the office, what do you see your role being?

### Accomplishments:

- What is your greatest personal accomplishment?
- What is your greatest work-related accomplishment?
- Recall a time when you made a decision for an employer that was significant in their success. What did you do? How did you go about it? What were the end results?

### Teamwork & Problem Solving:

- Describe the best supervisor or manager you've ever had. What was it about their management style that you liked?
- Discuss a time where you were forced to work with someone you didn't get along with. Why was it difficult and how did you minimize conflict?
- Have you ever been in a situation where you didn't agree with a coworker or your manager? How did you handle it?
- Tell me about a time you had to deal with a difficult patient.





## CANDIDATE EVALUATION FORM

Time to make decisions! Need help remembering the details? You may choose all or some of the below ranking criteria, just be sure to use the same fields for each applicant of the same position. As a reminder, the following should only be processed after the interview and never in the presence of the candidate. This is for your (and your hiring manager's) eyes only!

Employee Name \_\_\_\_\_

Target Start Date \_\_\_\_\_

Interviewer(s)	Hire?
Position	

**Grading Scale:**    5 - Excellent    4 - Good    3 - Average    2 - Below Average    1 - Poor

	Score (0-5)	Comments
Culture Fit		
Decision Making		
Professional Skills		
Communication Style		
Enthusiasm		
Problem Solving		
Teamwork		
Overall Evaluation		
Note		



5

# ONBOARDING



## ONBOARDING YOUR NEW TEAM MEMBER.

**Congratulations** - you have hired a valuable new team member who shares your passion for patient satisfaction, care, and practice growth!

Now it's time to properly welcome your new hire. Use the following checklist during the onboarding process to ensure it is seamless.

### In this section you'll get:

- ☒ **Onboarding Checklist**
- ☒ **Resource Links:  
Onboarding & Leadership**





## ONBOARDING CHECKLIST

### Before the First Day

- Send the formal offer in contract form with the official job description for the position so that all expectations are documented.
- Notify your office manager of the new employee's payment terms, benefits package, etc.
- Notify your team of your new hire.
- Send your welcome packet, including:
  - Who is their point of contact? Who do they report to?
  - Office holidays and closures.
  - Official job description clearly outlining schedule, work hours and all responsibilities and expectations.

### On the First Day

- Send an email to your team or host a standup to formally welcome your new team member.
- Meet with your office manager to complete any remaining employee paperwork and review practice policies.
- Update relevant marketing materials as needed (website, flyers, social media, etc.).
- Show your new hire their work space.
- Discuss performance evaluations and how the employee will be assessed.

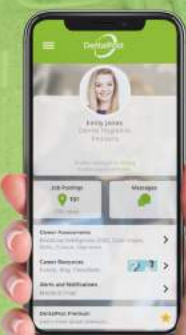
## THE NATION'S #1 DENTAL JOB BOARD & COMMUNITY

DentalPost is the dental industry's premier and largest online and mobile job board, connecting and educating nearly 1 million job seekers and dental practices to build better places to work through teams that excel.

Founded by Tonya Lanthier, a Registered Dental Hygienist, DentalPost leads the industry in metric-based career matching including personality tests as well as values, skills and work culture assessments to assist in selecting the best match for each position.

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[WWW.DENTALPOST.NET/HIRING-TOOLKIT/](http://WWW.DENTALPOST.NET/HIRING-TOOLKIT/)



## RESOURCE LINKS: ONBOARDING & LEADERSHIP

[5 Strategies to Retain Your Dental Team](#)

[Be a Boss People Love to Work For](#)

[Is a Valued Team Member About to Make a Move?](#)

[Want Dental Office Team Success? Understand these 6 Core Needs.](#)

[Managing Four Generations in the Workplace](#)

