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Practice Assessment Hiring and Retention

We know recruiting and hiring can be one of the most challenging managerial tasks in the practice. Attracting and retaining the best staff (talent) possible is key to gaining momentum. Team members must align with your vision for the practice to take your business to the next level. Surveys regularly reveal money is not the only motivator for hiring and retaining employees. There are many other important factors that employees consider when joining or staying with a practice.

Review the following list of questions, considering what you do well and what areas you could improve. Highlight those you do well in job postings and during interviews. Meanwhile, develop a plan to improve on areas that you need to retain current and newly hired talent.

Enter a Number 1-5 for Each Line

1 = Rarely, 3 = Often, 5 = Consistently

_____ Challenge

How good are you at growing and challenging your team? Doing the same thing every day can lead to stagnation, often leading to high turnover. Do you have written expectations for each team member in the form of job descriptions and regular growth meeting goals? Are you training team members on additional skills? Are you incentivizing performance with some form of reward? Do you mentor team members?

Work Environment

How well do you show appreciation to team members? How healthy is the culture of the practice?

Does the team trust each other – and you? Is there any flexibility with work schedules?

Advancement

Is there room for team members to grow within the practice from a position and compensation standpoint? Do team members have clear job descriptions and regular meetings to determine and discuss growth goals? Opportunities for CE to expand their skills? Regular training opportunities?

People

How good are your people, and how healthy is your culture? Do you have A+ employees who excel at what they do? How good is communication within the team? Are your employees happy? Do they demonstrate integrity? Are your patients satisfied? How is your staff turnover rate?

Security

How much attention is paid to safety in your practice? Do team members ever express anxiety about job security or patient volume? Do team members feel their jobs are secure? How safe do team members feel? Do you support ergonomics in your practice? Do team members get regularly scheduled breaks and lunches? Are you continuing to follow safety guidelines in regards to COVID-19 and other transmissible disease prevention?

Compensation

Do you pay at least the average for your area? You can find this data on websites such as [bls.gov](https://www.bls.gov), [Glassdoor.com](https://www.glassdoor.com), [Payscale](https://www.payscale.com), etc. Do you have competitive benefits such as medical insurance, profit sharing, and tuition reimbursement in place as well?

Additional suggestions for hiring and retaining in a tight job market:

- Expand your requirements – you may not get 5-10 years' experience you'd like, but you might get three.
- Post on several different platforms – job boards, social media, seek referrals.
- Don't recycle resumes – keep them. If an applicant had too little experience but felt like a good fit, hang on to their resume if you have another opening later.
- Properly interview to weed out toxic people. Otherwise, you'll be hiring all over again in a few months.
- Make your job offer enticing – think about the whole human being and a robust compensation model. Consider a CE stipend, massage benefits, expanded PTO, gym memberships, dog walking stipend, etc.
- Trust your star team members' input.
- Hire the right candidate- if what they want is a weak area for your practice – they won't stay long.
- Consistently refer to strengths above in ads and in interviews.
- Commit to a plan to consistently improve what's lacking in your practice. Revisit this list annually.