

Recruiting and Retaining in the New World of Work



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Additional resources for this program can be downloaded from <https://contentedcows.com/teeth>

PREMISE

Creating a focused, engaged, and capably led workforce is one of the best things you can do for your bottom line.

Starting with the basics

- Compensation can be an OK recruiter. Rarely a great retainer.
- The more attention you pay to the *intangibles* of the job, the less pressure there will be on the *tangibles*.
- Recruiting and Retention is more about culture than perks.

Leadership – the earned consent of followers.

Assignment – make leadership a primary qualification for every person in a management role.

RECRUITING

The best recruiting tool is your reputation as an employer.

Question: What's so great about working for your practice?

Assignment – survey your workforce. Correctly. See contentedcows.com/teeth.

SOURCING

- The stuff everybody already knows... online recruiting sites, advertising, signs in your window, word of mouth, your patients, your friends, your friends' kids, your kids' friends, etc.
- Boomerang hires – people who used to work for you, and may be interested in returning if what you offer is better than where they went.
- Runners up – they were good candidates for an earlier position, but didn't make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Recent retirees.
- People you haven't traditionally considered: Examples - Members of the autism community, including those with Asperger's; veterans; disabled workers, workers with a criminal record.
- Know the difference between requirements and preferences.
- Hire for FIT first, then for qualifications, skills, and experience. Not the other way around.
- You may be looking for a candidate who doesn't exist. Make your requirements more realistic, and be willing to invest in training and development to create that candidate. You may not have the luxury of insisting on a ready-made candidate.
- Identify the non-technical fit requirements to be happy, productive, and successful working in your practice.
- Download and use the interview guide "Finding Great People", at contentedcows.com/teeth.

ATTRACTING

- Develop an Employer Brand.
- Strive to be a "Destination Employer" – where people have their sights set on you – working at your organization is their GOAL, their DREAM.
- Whether you have jobs that can be done from home or not, remember that you're competing in a world where that is now a mainstream option. Offer it for all positions that CAN be done from home. The abiding principle is FLEXIBILITY.
- Use your website to market your organization as a great place to work! Most dental practices' websites are AWFUL at this. Improve yours, and you'll stand out.
 - Make use of videos to showcase what it's like to work there. Also put those videos on YouTube (see below).
 - Make your job postings FUN! Nobody's looking for a boring job, but most postings are deadly!
 - Make it SUPER easy to apply and get an interview. *** Put a button on your site that says "CALL ME NOW". When someone hits it and fills out the form, be prepared to call them immediately during business hours, or the next day otherwise. Connect this to push alerts to those responsible for managing this process.***
- Put videos on YouTube, and get somebody who knows what they're doing to manage them, to optimize their findability.
- Pay employees for employee referrals. Make it worth it.
- Get referrals from new hires during their first week, when they're really excited!

ONBOARDING

- The Anatomy of Great Onboarding:
 - Welcome them before they start.
 - Welcome them on their first day.
 - Get mutually well-acquainted.
 - Educate, educate, educate.
 - Do regular, frequent check-ins.
 - Celebrate!
- Article on “Re-Recruiting” by Richard Hadden and Bill Catlette. Download at contentedcows.com/teeth.
- Have the CEO, Business Manager, one of your dentists, or whoever is the top dog in your practice send the new hire a personalized letter, before their first day, for every position.
- Have someone make a welcome phone call a day or two before their first day – perhaps someone they did not meet during the interview process.
- Create a team of Onboarding Buddies, who will buddy up individually with the new hire, to help them with all “new employee” kinds of things for the first few days or weeks. Have that person meet them on their first day, at the front door, to welcome them and take them to their workplace or manager.
- Have special parking places for new employees for their first couple of weeks. Be sure to tell them about it!
- Get all the paperwork done before their first day at work. There’s nothing like a feeling of having actually accomplished something and made an impact on day one.
- Hold a Welcome Celebration, with everyone in the practice, as appropriate for the position, and as patient volume allows. Consider doing this for just a few minutes at the end of the day.
- Check in with the new employee, asking specific questions, at the end of:
 - Day One – ask these questions:
 - Was today, or the job, what you expected?
 - Did anything surprise you?
 - Is there someone who was particularly helpful to you? I’d like to thank them.
 - What questions do you have?
 - What can I do to help you before your second day?
 - Week One
 - Week Two
 - Month One
 - Month Three
 - Month Six
 - First anniversary

RETENTION

- Remember that good people want to work with equally good, committed, and talented co-workers. Keep the standards high. I know, that's hard. All of this is hard. Especially now. Do it anyway.
- You may need to “detox” your workforce, by releasing employees who are creating a toxic environment and making it difficult for you to recruit and retain the good ones. Lose a few to gain a lot.
- Discretionary Effort – that increment of human effort, the expenditure of which is exclusively at the discretion of the worker. The difference between what we CAN do and what we HAVE TO do. Going above and beyond, the extra mile.
- Engagement and Discretionary Effort are conscious decisions we all make every day.
- While work is contractual... engagement is deeply personal.
- Stop wishing all your employees would act like Baby Boomers. Instead, adapt your organization to burn the available fuel.
- Pay more attention to Work-Life Balance. When you get some relief on the staffing front, begin to introduce more flexibility and balance, as you can.
- Pay more attention to employee development. Not just for the purposes of advancement on the organizational chart.
- Get creative and flexible with your benefits. One size fits one. Some employees won't need everything you offer, because their spouse has them covered, or they just don't value it. Curate a package of benefits they DO value, and compensate them for things they don't use. Yes, this means you may have to do things differently. And certain states legislate this more tightly than others.
- You've got to do something about day care. Help with the cost, and finding providers. This is one of the biggest barriers some parents (mainly mothers) face in maintaining stable, full time employment.
- Provide substantial retention bonuses, with a small payout at the end of each year, and then a large one at the end of five years. Put the funds in escrow so you don't get caught short.
- Provide tuition reimbursement.
- Conduct “Stay Interviews”, to find out why people stay with your organization. It will also give you clues as to why they might leave.
- Modernize your antiquated sick leave, vacation, and other paid time off policies. This is becoming a major bargaining chip in the talent game.
- Create a community, not just a workplace.
- Celebrate more.
- Say thank you a lot!

REWARDS

- My unscientific poll of employees in recent presentations shows that people value a verbal thank you from their co-workers and manager over time off with pay, and a handwritten thank you over monetary awards or gift cards.
- Send handwritten thank you notes. Deliver in person, or by mail to their home.
- Include families in your expressions of appreciation, especially when it's for spending extra time at work and away from their family.
- Acknowledge birthdays, anniversaries, special accomplishments (in and outside of work) of your employees, and their families.
- Have dinner delivered to an employee's home.
- Find out your employee's spouse's or partner's favorite restaurant; give them a gift card to go there.
- Pay for tutoring for the child of an employee who needs it.
- Give to a charitable organization that is important to the employee.
- Provide paid time off for employees to volunteer in the community.
- Surprise time off.
- Friday blowout!
- Hold a dentist/office managers' car wash.
- Do the employee's least favorite task for a day.

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