

Managing the Dental Team

ADA's Guidelines for Practice Success™ (GPS™)

Professional and/or Personal References

- Consider hiring an outside company to check applicants' professional and/or personal references. The cost typically ranges from \$200-300 per individual.
- Have the candidate sign a waiver of liability form authorizing you to conduct the reference check.
 - ✓ Make sure the form also grants you permission to share it with a previous employer in case they request confirmation that you have the applicant's permission to request the information.
- While the applicant likely provided you with direct contact information for each reference, call the business' main telephone number and ask to be connected with the specific individual.
 - ✓ This reduces the possibility of the reference being a friend and former colleague who is posing as someone in authority.
 - ✓ Make sure the contact has access to the human resources information needed to confirm the information you need.
 - Be familiar with state and local regulations regarding references. Some states allow information to be shared doctor-to-doctor; others require the conversation to be limited to Human Resources staff.
 - ✓ Whenever possible, speak with the doctor.
- Ask questions that require more than just "yes" and "no" answers.
 - ✓ Open-ended questions give the former employer the opportunity to provide more detailed and complete answers.
- Ask questions that confirm:
 - ✓ the individual is eligible to work in the U.S.
 - ✓ dates of hire and separation
 - ✓ rate of pay
 - ✓ regular attendance and absenteeism/tardiness rates
 - ✓ whether the employer would rehire the individual
 - Think carefully about extending an offer if the answer is not an immediate and emphatic yes.
 - ✓ the duties performed by the individual while in that position
 - They should be similar or related to the duties and responsibilities of the position for which you are hiring.
- Avoid questions that ask about:
 - ✓ marital status
 - ✓ children or interest in starting a family
 - ✓ citizenship
 - ✓ age
 - ✓ health
 - ✓ pregnancy
 - ✓ year of graduation
 - ✓ ethnic heritage
 - ✓ religion
 - ✓ gender

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