

# Managing the Dental Team

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

### Tips for Managing Performance – New Employees

- Every new employee onboard at a different speed.
  - ✓ Each new hire will require a different level of support, guidance, and feedback.
  
- Schedule frequent conversations with new employees.
  - ✓ Start by meeting briefly each day and then gradually transition to meeting once a week, once every two weeks, once a month, once every two months, and then once every three months.
  
- Prepare a brief write-up to serve as a progress report that recaps the topics discussed and decisions reached at each meeting.
  - ✓ Both of you should review the notes during the next meeting to ensure that any changes discussed during the previous meeting have been implemented.
  - ✓ File your notes in the employee's personnel file after the first month.
  
- Consider asking new hires to email you an activity report recapping what they've done each week.
  - ✓ The report may be brief, perhaps no more than a bulleted list of what they've learned and done during that timeframe.
  - ✓ If possible, create a template, outline or list of possible questions that will make it easier for new hires to provide you with the type of information you want.
    - Keep in mind that that the questions or prompts will vary depending upon the position and that there are significant responsibilities in the responsibilities of clinical vs. administrative employees.
  
- Foster mentor/mentee relationships between new hires and staff members with longer tenure by assigning each new employee someone from the team who can provide help, information and direct them toward resources.
  - ✓ Whenever possible, the mentor/mentee should be in similar positions or have overlapping responsibilities.
    - This will make it easier for new employees to learn by asking questions as they observe the more experienced team member on the job.
  
- As long as you've followed good hiring and training practices, you should have a sense of whether the new person is a good fit by the end of his/her second week on the job.
  - ✓ You should be able to develop expectations for the new hire by the end of the third week.
    - Make sure you communicate those expectations to the new employee clearly and encourage them to continue asking questions so they keep learning.

- A new employee's salary typically is not increased during the first year of employment unless they've made a significant and noticeable contribution to the practice.
- ✓ Hire new employees at competitive salaries for your market and conduct the first salary review in accordance with your established policy.
  - Salary increases should be based on two factors: the profitability of the practice and each individual employee's contribution to that profitability.
  - It's not necessary to increase a new hire's salary once they've completed the 90-day probationary period unless the letter extending the job offer advises that salary will be reconsidered at that time.

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