



Dental Management Conference 2009

Human Resources Boot Camp

By

George Lino, MSOL, PHR

Objective

- Learning Objectives:
 - At the end of the session, participants will be able to:
 - Recruit effectively and Terminate
 - Understand better the ideas of Performance Management
 - Understand the new changes in NJ FMLA and the stimulus package on Cobra

AGENDA

- The recruitment process
 - Why do I start?
- Where to find quality personnel
 - Who do I look for?
- Manage the staff
 - How to do manage?
- Terminations and Resignations
 - What do I do when it's over?
- Review process
 - When do I do it again?



The Recruitment Process

- Determine the need
- Develop the Job Description
- Create the Job Posting

The Recruitment Process

- Determine the need (Variables for inclusion of staff)
 - Amount of overtime for existing staff
 - Deficiency in service delivery
 - Morale of employees and work life balance
 - Dental ratio of patients to staff
 - Department of Labor unemployment rate for your region, location, site radius
 - Remember to have all the necessary information you need on your application.



The Recruitment Process

- Develop the Job Description
 - Start with a Job Questionnaire to assess your position
 - Different styles and formats, however, standard job description include:
 - Position overview summary
 - American Disabilities Act (ADA) notice to successful perform the job
 - Essential functions of the Job
 - Non Essential but additional functions
 - Qualifications – including education and exp
 - Manual and computer dexterity, physical demands, work environment and Language requirements

Job Applications must have!

- Basic identifying information
- American with Disabilities Act (ADA) reasonable accommodation
- Conviction of a felony question
- Education, Work History and References
- Statement of disclosure and release
 - Different forms require additional info
 - Applicants feel they do not have to recreate the resume
 - Immigration right to work must be clear

The Recruitment Process

- Create the Job Posting
 - Job Posting or vacancy announcements are critical
 - You want applicants to view your not only the position but the company as well.
 - Use the company introduction, overview of the position, essential functions and qualifications
 - Include your website, email and other information such as compensation package
 - Remember to state yourself as equal opportunity employer

For Samples Check www.indeed.com

Where do I look

- Place the ad
- Identify the appropriate locations
- Collect resumes for review
- Fax, Email, regular correspondence etc.
 - National Job Boards which include associations, mainstream websites, newspaper, group associations and other specialty groups.
 - Location of the job is critical do not place ads where its hard to find
 - Allow for email , fax and mail collection. If capable set up a email collection source

Some sources for dental posting

North Jersey Dental Assistance

Berdan Institute 2nd Floor
201 Willbrook Boulevard
Wayne, NJ 07470
973-837-1818

www.berdaninstitute.com

University of Medicine and Dentistry of NJ
School of Health-related Professions
1776 Raritan Road
Scotch Plains, NJ 07076
908-889-2419

<http://www.umdny.edu>

The Institute for Health Education
600 Pavonia Avenue
Jersey City, NJ 07305
201-217-1113

[http://www.ihe.edu/Dental Hygiene](http://www.ihe.edu/Dental_Hygiene)

University of Medicine and Dentistry of NJ School of Health-
related Professions
1776 Raritan Road
Scotch Plains, NJ 07076
908-889-2419

<http://shrp.umdny.edu>

Bergen Community College
400 Paramus Road
Paramus, NJ 07652
201-447-7937

<http://www.bergen.cc.nj.us>

Central Jersey Dental Assistance

Camden County College
College Drive, PO Box 200
Blackwood, NJ 08012
856-227-7200 x4471

www.camdence.edu

Technical Institute of Camden County
343 Bellin-Cross Keys Road
Sicklerville, NJ 08081
856-767-7000 x5553

www.ctcs.tec.nj.us/ti

Dental Hygiene

Camden County College
College Drive, PO Box 200
Blackwood, NJ 08012
856-227-7200 x4490

www.camdence.edu

Middlesex County College
2600 Woodbridge Avenue
Edison, NJ 08818
732-906-2580

www.middlesexcc.edu

South Jersey Dental Assistance

Cape May County Technical Institute
188 Crest Haven Road
Cape May Court House, NJ 08210
609-465-2161 x 132

www.capemaytech.com

Cumberland County Technical Education Center
601 Bridgeton Avenue
Bridgeton, NJ 08302
856-451-9000 x246

www.cumberland.tec.nj.us

Dental Hygiene

Burlington County College
601 Pemberton-Browns Mills Road
Pemberton, NJ 08068
609-894-9311 x1419

www.bcc.edu

Burlington County Institute of Technology
695 Woodlane Road
Westhampton, NJ 08060
609-267-4226 x174

www.bcit.cc

New Jersey Dental School (University of Medicine and
Dentistry of New Jersey)
110 Bergen Street
Newark, NJ 07101

<http://dentalschool.umdny.edu/>

Where do I look

- Conduct the interview
- Prepare your questions
- Make the offer
- Negotiate the price
 - Applicants tend to get lost here. Schedule time for your interviews, prepare your questions but having a colleague review with you.
 - Percentage of conversation in the first interview should be 70% applicant 30% employer in talking.
 - Determine immediate salary expectations. Conduct Market research by reviewing salary surveys within and outside of your service group.

Manage the Staff Part I

- Orient the staff
- OSHA, STD, COBRA, & FMLA
- Employee Handbook
- Set the expectations
- Job Descriptions
 - As a general rule, new employees need time to adjust and there is no PERFECT EMPLOYEE.
 - Ensure, safety protocols, standard short term disability, review new FMLA requirements and COBRA

Manage the Staff Part II

- New Hire Evaluations
- Solicit Feedback
- Correct the behavior
- Performance Improvement Plans
- Annual Evaluations
 - The evaluation component is your documentation trail. Conduct reviews immediately within the first 45 to 90 days of employment.
 - Correct unwanted behavior through disciplinary PIP's. New standard by using strength base approach. Reinforce with annual reviews.



When its over what to do?

- Terminations, Separations and Resignations (What do I do when it's over)
- Make the determination
- Schedule the closing date
- List the final expectations
- Solicit feedback
- Say Goodbye

When do I do it again

- Review process (When do I do it again)
- Review solicited feedback
- Review the need against the profitability and service level
- Solicit feedback from other share holders.



Questions and Answers