

## Screening Prospective Team Members by Telephone

As resumes are received and/or job applications completed, the practice administrator or the dentist should carefully review each one. Separate the applicants' paperwork into three folders: (1) Call for an in-office interview, (2) On hold, (3) Reject. Retain all paperwork until someone is hired. The new team member's paperwork will be retained permanently as part of her/his personnel file.

The job application form which applicants complete should include a statement about retention time limits. Example: "This application will be retained by our office for six months before secure disposal." If no such statement is on the application form, retain completed applications for one year before shredding.

Telephone those candidates selected for in-office interviews. Listen for a pleasant tone of voice, clear enunciation, proper grammar, and eagerness to come for an interview. After chatting for a few minutes, ask this type of questions:

Besides a paycheck, what is your primary goal as you look for a new job?

Why did you leave your last job?

What would you like to be doing in 2 to 3 years?

The answers to such questions will help in the decision to schedule this person for an in-person, in-office interview. If you do not like the answers, thank the applicant for providing you with more information and invite them to submit a one-page essay on why they would be the perfect candidate for the position. Remember – one can sound uncomfortable when on the phone but be impressive in a live environment! Be open to speaking with him/her again after reading their positive, informative essay.