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Human Resource Issues

Practical Advice and Solutions



Common Pitfalls

- Lack of Policies and Procedures
- Lack of Job Description
- Lack of Documentation
- Lack of Performance Evaluation



Recommended Policies

- At-will Employment
- Equal Employment Opportunity
- Harassment
- Holidays
- Benefits
- Others



Lack of Job Description

- Essential functions
- Expectations
- Objective standards
- Flexibility



At-Will Employment

- All employees are “at-will”
 - Unless contract defines term
- Can terminate for any reason
 - As long as it is not illegal
- Policy in writing

Lack of Documentation

■ New Hire Documents

- Application
- I-9
- W-4
- Receipt of employee policies



Lack of Documentation

- Memorialize Good and Bad
- Tells the story





Lack of Performance Evaluation

- Ongoing
- Set goals
- Need for training
- Documentation

Waiting too long to Discharge

- Tardiness/Absenteeism
- Personality conflict
- Difficult to Manage



Discipline

- Formal vs. Informal
- Use Action Plans
- Don't be afraid to discharge



Unemployment Claims

- Administered by Department of Employment Securities
- Provides compensation to employees that have been terminated through no fault of their own
 - Eligibility Issues



Employment Contracts

- Typically encourage when growing practice
- Use for other Dentists
- Contact an attorney for help