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### Inside This Issue

#2 in a series of  
Articles on Hiring

By Ann Durham

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# Transition Success

Volume 23

Part 2 of The Hiring Process

March — April 2008

Our guest author this month is Ann Durham. She is the founding member of Durham Meyers Jeffers PLLC. Ann earned her law degree at the University of Washington School of Law and has over 25 years of trial experience. Ann's practice focuses on providing legal services to dentists. Her practice areas include practice sales, employment contracts and disputes, restrictive covenants, commercial and residential real estate lease and sales, corporate formations, probate & estate planning, business counseling for dental practices in all stages of development and disciplinary hearings.

## THE HIRING PROCESS PART 2

### Prepare a Job Advertisement

Draft an advertisement that includes the title of the position, a description of the essential job duties, the required qualifications, and the method of application. You may also want to include salary or wage information.

### Prepare an Employment Application

Employment applications help you collect important background information on candidates. Most employment applications request a candidate's full name, current address, addresses for the past 5 years, names of schools attended, years of attendance, course of study, employment history (including names and addresses of previous employers, job titles, dates of employment, supervisor references, and reasons for leaving), social security number, and personal references. Many applications also request information about a candidate's past criminal convictions.

In addition to collecting necessary information, employment applications are a good idea because employees who provide false information may be terminated for "just cause."

### Design an Effective Interview

The interview is your chance to get to know the candidates and determine who is a good fit for your practice. Come prepared with a thoughtful list of open-ended questions that will help you ascertain the candidates' qualifications. Arrange to meet candidates in a private setting and allow adequate time to talk. Finally, rate the candidates according to their qualifications.

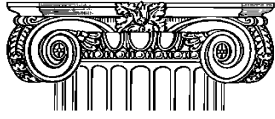
### Interview Questions

The right interview questions can reveal a lot about a candidate. Do not be afraid to dig deep with your questions, and avoid standard questions that will not illuminate the candidates' qualifications or personalities. Also, watch for "soft skills," such as communication style and body language. The following are examples of questions you CAN ask:

1. How would you describe yourself?
2. Why did you leave your last job?
3. What are your long-range career goals?
4. Why did you choose this career?
5. Do you prefer to work in a team or by yourself?
6. Have you ever had difficulty with a supervisor? How did you resolve it?
7. How do you deal with conflict?
8. Describe your ideal working environment.
9. What are your greatest strengths and weaknesses?
10. Why should I hire you?
11. What makes you qualified for this job?

**The Hiring Process  
Continued**

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**The Hiring Process Part 2 By Ann Durham**

12. How do you think you can contribute to our company?
13. Do you have any hobbies?
14. What accomplishments have given you the most satisfaction?
15. How do you work under pressure?
16. Why did you choose to seek a position with this company?
17. Tell me an ethical rule that should apply to every business.
18. Tell me something you felt you should review with your boss before you did it – did you or not?
19. This job sometimes requires overtime. Do you have the flexibility to work overtime?

**Make sure your questions are job-related and do not request protected information. Also make sure to ask the same set of questions to each candidate, and be prepared to talk about reasonable accommodations.**

**Illegal Questions**

The following are examples of questions you CANNOT ask:

1. What is your birthplace?
2. What is your nationality?
3. Are you a native-born citizen (you can ask if the applicant is a citizen or has a legal right to remain permanently in the US)?
4. Do you have any pre-existing medical conditions or disabilities (you can ask applicants about their ability to perform specific job functions)?
5. Are you married, divorced, single, or gay?
6. What does your husband (or wife) do?
7. Do you have kids?
8. Do you hope to have children?
9. Does your religion prevent you from working weekends or holidays?
10. Do you own your home or rent?
11. With whom do you live?
12. Are you HIV positive?
13. Are you an alcoholic?
14. Have you ever been treated for drug or alcohol abuse?
15. Have you ever been treated for mental illness?
16. How tall are you? How much do you weigh?

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