

# 3-3-3

# MODEL FOR ONBOARDING

**The best way to answer the question, “How can I find time to train new team members when we are so busy?” is “How can you not?”**



It's understandable that when we hire a new team member, we really NEED that team member! Often times, not enough effort goes into their training so the doctor becomes frustrated when the new hire is not catching on, the new hire is frustrated because he/she isn't quite sure what to do and hasn't been fully onboarded into the practice. As leaders, the responsibility sits with you to firstly, hire the right person then secondly, keep that person by providing all the tools and opportunities for him/her to be successful.



We have found that the best way to begin the training process is by using the 3-3-3 model for onboarding. It stands for 3 days; 3 weeks; 3 months. What should a new team member know and be able to recite after three days? What foundational systems should they be executing efficiently after three weeks. What key areas should they be able to demonstrate proficiency in after three months? Now, this is not to say that new team members should be fully trained and up to speed in just three months. Data tells us that it can take 1-2 years for a new hire to become “fully productive.”



The best time to design your training system is before you begin the hiring/training process. Enlist your team members to help from each division so you can get a view from the people on the ground, doing the work. Have all the dental assistants write down what should be expected from a “first-level” assistant, a “second-level” assistant, and finally a “third-level” assistant. The same can be completed for the administrative team and the hygienists. When you know you are training a first-level assistant, you won't be frustrated when he/she is not performing second and third-level work.



Start by making a list of what needs to be done right away, on or before day one! For example, a signed employment letter as well as copies of documents for payroll. Create a login for your practice management system, set up an office email for the new hire, if you use a patient communication software, make sure they can log in there too. Give the new team member a copy of the vision, and be sure to convey the importance of core values in the practice.



One of the most important steps to take, and must not be missed is checking in with the new team member. At each of these levels, it is the leader's responsibility to make sure that your new hire feels supported and is given all the tools to be successful for a lasting career in your office.