


HOW TO FIND AND HIRE **GREAT TALENT**



PART 1



MISTAKES WE MAKE IN THE HIRING PROCESS



50%

The percentage of time veterinary managers would choose to hire someone again after they have worked there for one year.

Choosing the right people to determine your future is one of the most important parts of leading a veterinary practice. But how do you know who the right people are? Figuring this out is hard for any practice. Many practice owners and managers say that finding great people is their single biggest challenge.

Here are some of the mistakes we can make in the hiring process:

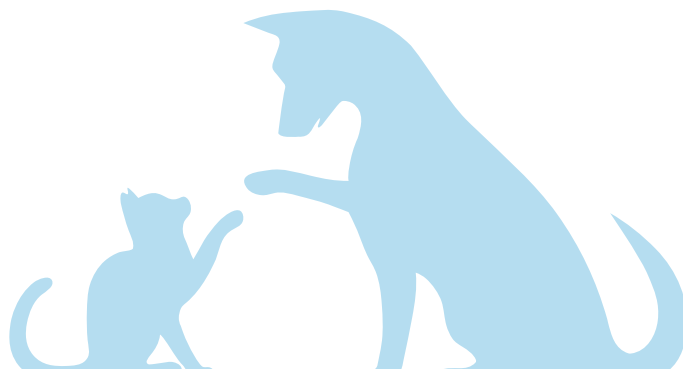
- We don't consistently recruit, even when we're fully staffed
- We recruit using ads designed to filter
- Rely on our gut instead of a proven process, or our process is broken
- Our onboarding process isn't effective
- Our training process creates confusion

ARTICULATING YOUR VISION

We can start to improve our hiring process by defining what looks right for our practice. Once we've defined and know who we're looking for, we can create a process for selecting the candidates that match our ideal and rule out the ones that don't.

Start by thinking of our best team member, and build a Success Profile rather than a job description using these questions:

- How will this person work with the team, communicate, support others, and contribute to success?
- What kind of attitude will this person have?
- How will they handle conflict?
- How will they deal with challenges?
- How will they solve problems?
- How will they consistently develop and improve?
- Will they have an accountable mindset or that of a victim?
- Will they be engaged in the work they do?
- How will they prepare for their day?
- How will they handle stress?
- What will their performance track record look like?



RECRUITING AND ATTRACTING TALENT

The Job Ad

A compelling job ad, focused on the positive aspects of your practice and your team, will help to attract the top talent that you want. We want to highlight what's great about our practice rather than creating an ad just to filter candidates.

Ad Placement

Once we have created a compelling ad, you need to share it with potential candidates. This includes job sites and posting it locally in your practice any anywhere else willing to display it.

Referrals

One of the best ways to attract great talent is to ask for referrals. Ask people in your professional network, friends, and current all-star employees for referrals.

Personal Interaction

Finally, you can proactively approach potential candidates. If you interact with someone who demonstrates the qualities needed to be an all-star on your team, tell them about potential opportunities with your practice.

SCREENING CANDIDATES

Selection Questions

Selection questions are an excellent way to narrow down your applicant pool, learn more about your candidates, and differentiate your business from other practices by engaging candidates differently. Consider these:

- Why do you want to work in veterinary medicine?
- Why are you interested in this particular role and our practice?
- What do you consider to be some of your greatest accomplishments?
- What are your career goals?
- What should an employer expect from you as an employee?
- How have you made past teams more effective?
- What goals have you been able to set for yourself and achieve so far in your career or life?

Phone Screening

Phone interviews can help you gain additional information about candidates who stood out during the selection question process. The purpose of the phone interview is to learn more about the candidates in order to narrow your applicant pool and decide who you'd like to bring in for an in-person interview.

To prepare for your phone interview, start by determining what questions you want to ask your candidates. This is a good opportunity for you to clarify any questions you might have about their applications, resumes, or selection question responses. For example, if someone mentioned they would prefer not to work nights and weekends, you might ask if this is a non-negotiable requirement for them.

PREPARING FOR INTERVIEWS

Establishing teams

As we begin to think about interviewing, we need to build a team that will be active in the process. This can include any members of our practice and is an opportunity to bring fresh perspectives together.

Choosing Questions

When our team is in place, we can review our interview questions and even add new ones. The purpose here is to create alignment and consistency around how we approach potential candidates.

Practice

Next, we need to practice how we will conduct interviews. This can be a fun, interactive experience for our team, and will help us prepare for the actual interviews.

Working Interviews Prep

Since the final step in the interview process will be to conduct a working interview, prepare (and practice with) your team to work with your top 1-2 candidates for a day. Working interviews are a great chance to see if the candidate(s) is the right fit for your practice and your team.

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