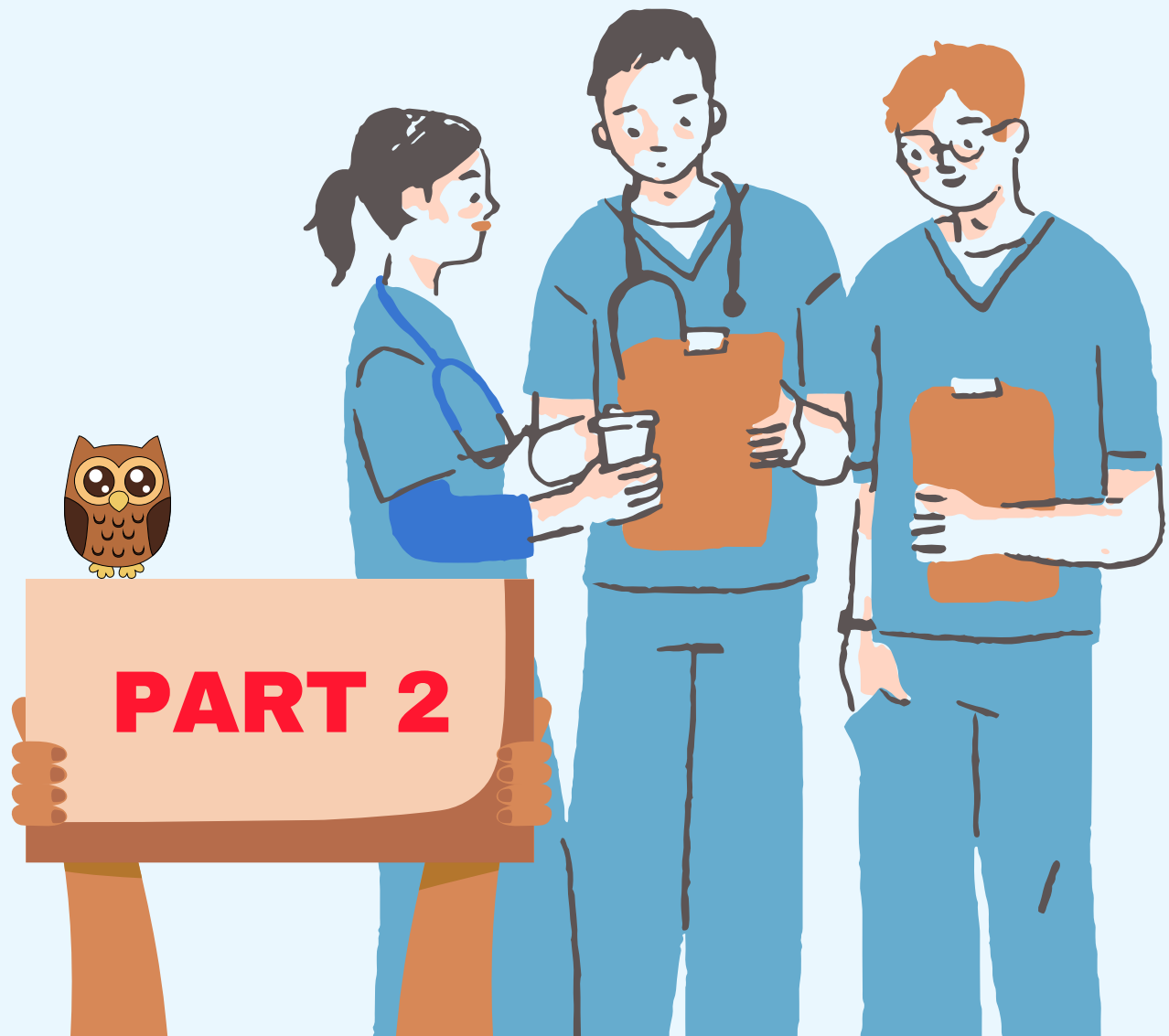


HOW TO FIND AND HIRE **GREAT TALENT**

INTERVIEWING & ONBOARDING



CONDUCTING IN-PERSON INTERVIEWS

The in-person interview is your opportunity to solicit any remaining information you need to know to make a great hire for your practice and your team, and to more completely understand who your potential hires are, how they think, and how they would act in your practice.

Remember, we want to separate truth from fiction.

- Often in interviews candidates will tell us what they would do at their best rather than what they actually do.
- We can design questions that will look at how they've performed and handled things in the past.
- We want them to demonstrate what they've done rather than give a "correct" answer.

Keys to a successful interview process:

- Ask questions that let us hear stories
- Follow up on questions to uncover details
- Interview in teams
- Be prepared to conduct multiple interviews with the same candidate
- Get together as a team to share scores and determine next steps

Your team can help.

Instead of conducting the interviews yourself, we recommend involving several of your top performers to help you. Your top performers know exactly what it takes to do a good job in your practice, and so they'll be able to give good feedback on whether your candidates have what it takes to succeed. Involving your team is also a great way to get buy-in and get additional perspectives.

OPTIMIZING WORKING INTERVIEWS

Veterinary practices are unique in that they offer an ideal setting to conduct working interviews. This is the final step in your interview process and is a great way to help determine if your candidate is a good fit for your practice, team, and culture.

Preparing for a working interview

- Revisit your Success Profile and note any skills and behaviors you want to see in action.
- Determine how you will give the candidate the opportunity to perform these tasks.
- Assign a team member to host and observe while your candidate is there.

During the working interview

- Remember, your candidate is looking for a good fit, just like you are. It's important to make a good impression, starting with a greeting and tour.
- Explain to the candidate that they will be working with a team member.
 - Throughout the day, the team member will perform a task first, then observe as the candidate takes a turn.
 - While the candidate is performing tasks, the team member should score their activities and take notes.

After the working interview

- Once the working interview has concluded, gather your team together.
- Compare notes and scores, and discuss any observations your team has made.
- Remember, it's best to have these reviews quickly while the day's events are fresh in your team members' minds.

ONBOARDING NEW TEAM MEMBERS

Onboarding is not the same as training. Rather, onboarding is about culture, relationships, and expectation.

We can develop a process to ensure successful engagement and integration by:

- Assigning a mentor to support a new employee.
- Having weekly meetings to work through questions.
- Helping new team members build positive relationships.
- Consistently aligning our perception of great performance with their idea of a great place to work.

Sample onboarding questions:

- What's going well?
- What feels comfortable?
- What feels different or unusual?
- What is stressful or challenging?
- What relationships have you built?
- What relationships would you still like to work on?
- Where do you feel competent?
- Where do you still want to develop?
- What progress do you feel like you made this week?
- What feels like it's not coming easily or moving forward?
- What ideas do you have to help us support you more effectively?

FIND MORE SUPPORT FOR YOUR VETERINARY PRACTICE

vetlead.com

