



# Recruiting the Right People Every Time

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# Objectives

- Understand the importance of hiring for attitude.
- Learn how to recruit staff effectively.
- You will be given basic tools that will prevent you from hiring unqualified candidates.

# Who Do You Target as Potential Employees?



# Is The Healthcare Team an Asset or a Liability?

- **Employee costs are one of the highest expenses for the practice.**



# What Do Employees and Employers Want?



# What Employers Want....

- Communication and people skills
- Positive attitude
- Reliability/dependability/work ethic
- Honesty
- Experience & skills
- Motivation/willingness to learn new things/ambition

# What Employees Want....

- Fair compensation/benefits
- Flexibility/fairness in workload & expectations, understanding of outside commitments
- Safe, comfortable, compatible work environment

# What Employees Want....

- Respect, trust
- Appreciation, recognition
- Interesting, challenging assignments
- Willingness to delegate authority
- Educational opportunities
- Quality medicine/surgery



# What Employees Want....

- Progressive practice
- Cooperation
- Realization that people make mistakes
- Fair, ethical employer
- Open mindedness
- Well-run clinic
- Mature staff
- Employer who stands up for employees

# Of Interest....

- Employers much more similar in what they want
- More variations in what employees want
- Compensation very high in employee list, but total of “quality of life and work environment issues” vastly outweighs compensation

# A Very Cynical Employer's View

- Employees want:
  - A free ride
  - A big salary and lots of benefits
  - A vacation
  - Free vet care for all their pets and all their families and friends pets, plus they want to save the world
  - Easy access to the cash and drugs

# What Do Employers Think Employees Want?

- Kenneth Blanchard (author of *The One-Minute Manager*)
- Surveyed 10,000 employees about job satisfaction
- Also surveyed managers and supervisors as to what they thought made employees satisfied

# Employees: Components of Job Satisfaction

- Appreciation of work done 1
- Feeling of being “in on things” 2
- Help with personal problems 3
- Job security 4
- High salary or wages 5

# Employees: Components of Job Satisfaction

- Interesting work 6
- Promotion in the company 7
- Personal loyalty of supervisor 8
- Good working conditions 9
- Tactful discipline 10

# What Employers Think Employees Want....

	Employee ranking	Employer ranking
Appreciation of work done	1	8
Feeling of being “in on things”	2	10
Help with personal problems	3	9
Job security	4	2

# What Employers Think Employees Want....

	Employee ranking	Employer ranking
High salary or wages	5	1
Interesting work	6	5
Promotion in the company	7	3
Personal loyalty of supervisor	8	6



# What Employers Think Employees Want....

	Employee ranking	Employer ranking
Good working conditions	9	4
Tactful discipline	10	7

# The Common Mentality of the Veterinary Profession ...

Says Mike Best, President and CEO of  
MJDesigns.....

“If the person came in and filled out the  
application, we basically hired them unless they  
were followed by a policeman.”

# Why Interviews Fail

- The veterinarian or manager doesn't know the job
- The veterinarian or manager doesn't know the culture
- They don't get enough information about the applicant
- They don't probe
- They focus only on skills
- They don't remember information after the interview

# Classified Ads ....

## Help Wanted

Apply within at ABC  
Veterinary Hospital at  
1234 Main Street.

VS

## **Admin Assistant (BOLD)**

Full time position with a busy veterinary practice in Highland Park. Experience a plus but will train a customer service, energetic person. Excellent Compensation. Email resume to [tdowdy@mrgconsult.com](mailto:tdowdy@mrgconsult.com)

# Classified Ads

## **Veterinary Assistant (BOLD)**

Full time veterinary assistant position with a busy, progressive and well-equipped veterinary practice in Frisco. Experience a plus but will train a customer service, energetic person. Excellent Compensation. Email resume to [tdowdy@mrgconsult.com](mailto:tdowdy@mrgconsult.com)

## **Admin Assistant (BOLD)**

Full time position with a busy veterinary practice in Highland Park. Experience a plus but will train a customer service, energetic person. Excellent Compensation. Email resume to [tdowdy@mrgconsult.com](mailto:tdowdy@mrgconsult.com)

## **Kennel Attendant (BOLD)**

Full time position with a busy veterinary practice in Spring. Must be willing to work weekends. Excellent Compensation. Fax resume to 214-345-9430 or apply within at 1234 Main Street, Dallas, Texas.

Note: Run ads in Medical cross reference in General



# Internet Sites . . .

[www.monster.com](http://www.monster.com)

[www.careerbuilder.com](http://www.careerbuilder.com)

[www.animalhealthjobs.com](http://www.animalhealthjobs.com)

[www.dvmsearch.com](http://www.dvmsearch.com)

[www.petsandvets.com](http://www.petsandvets.com)

[www.veterinarylife.com](http://www.veterinarylife.com)

[www.vetclassifieds.com](http://www.vetclassifieds.com)

[www.advanstars-web-support.com/careers](http://www.advanstars-web-support.com/careers)



# Job Postings on Internet Sites

## Licensed Veterinary Technician

Advanced Animal Care Centre is a veterinary hospital with an awesome staff and highly respected and loved doctors with a focus on the special relationship created by people and pets. We are currently recruiting for a highly skilled veterinary technician in our very busy veterinary hospital. As an experienced technician, you are the key to our client/patient centered practice.

- You will utilize your in-depth medical knowledge and your highly developed organizational skills to manage and direct the client/patient flow in the hospital.
- Your excellent written and verbal communication skills will serve as a focal point for communicating with and educating our pet owners regarding health and care related issues (by phone and in person), and providing recommendations to pet owners regarding the optimal care of their pets.



# LVT Job Posting Continued

- You will oversee and maintain medical records incorporating your attention to detail.
- Using your in-depth knowledge of veterinary medicine, you will assist our veterinarians in diagnosing and treating pets: monitoring anesthesia, performing laboratory work, and monitoring critically ill pets. Advanced Animal Care Centre has endoscopy, ultrasound, telemedicine, laser surgery, microprocessor surgery, and pulse oximetry).
- Above all, you will appreciate the love that owners have for their pets. If you love pets; have excellent medical skills; are able to cheerfully and competently organize and prioritize the many requirements of a busy, fast-paced, deadline driven hospital environment; pay attention to detail; and are able to visualize the big picture, we have the opportunity for you!! Advanced Animal Care Centre is an awesome company to work with. For additional information, please visit us at [www.abcvet.com](http://www.abcvet.com).





# Components of a Job

- Organization chart
- Job description (i.e. duties)
- Candidate requirements
- Organizational culture



# Organization Chart

- Kennel workers
- Technicians and assistants
- Receptionists
- Doctors
- Bookkeeping/office manager
- Practice manager
- Hospital director



# Importance of Job Descriptions

- Improved hiring
- Improved efficiency
- Legal issues



# Getting Information About the Candidate

- Step 1: Review Resume & Job application
- Step 2: Phone Screening
- Step 3: Schedule & Conduct Interview
- Step 4: Check References
- Step 5: Working Interview with Staff



# Step 1: What should you look for in resume and application?

- Typos, grammar, spelling, handwriting
- Gaps in employment
- Frequent moves
- Lack of career progression
- Job objectives
- Skills match to job requirements
- Lack of accomplishments
- Grades
- Professional affiliations

# Step 2: Phone Screening

1. Why did you apply for this position?
2. Why did you leave your last position or why do you want to leave?
3. What are your minimum salary requirements? Inform candidate of compensation and benefits.
4. Inform candidate about the position, what it requires and the skills necessary to be in the position.
5. Inform the candidate of hours of operation and potential schedule.

**Note: Listen for good phone voice, communication skills as well as personality traits that would fit well with your team. Also, listen for RED FLAGS!**

# Step 3: The Interview

## CURRENT THEORY:

Past behavior is the best predictor of future behavior.

# Interview Components

- Introduction
- Questions
- Company information
- Candidate questions
- Selling
- Next steps





# Introduction



- Practice History
- Practice Philosophy
- Overview of the position
- Explain why your hiring for the position

# Questions

- Previous jobs, roles & responsibilities
- Find out why they left or want to leave their current positions
- Ask standardized questions



# What is Your Goal?

- Identify situations in the candidates' past that are similar to circumstances they will encounter in your clinic and see how they reacted to them
- Determine if those reactions are what you need in your position

# Questioning Techniques

- Ask open-ended questions
- Probe for evidence regarding assertions made by candidate
- Look for patterns
- Create a conversation, not an interrogation
- Don't give away the answer you want
- Don't ask sneaky, trick or loaded questions
- Don't be hostile, skeptical or impatient

# Examples of Interview Questions

- Imagine we hired you. What would you be told on your first performance appraisal?
- What qualities do you feel are important to be successful in this position?
- What is it you seek in a job?
- Give me an example of something you didn't like in your previous job.
- Give me an example of a problem you solved in a unique way.
- What kind of work environment is best for you?
- What is your definition of professionalism?
- What are three adjectives that describe you?
- What is your weakest attribute?
- How would you describe yourself as a communicator?
- How do you like to be managed?

# Legal Pitfalls in Interviewing

- Ask job related questions only
- Ask the same questions of all candidates



# Candidate Questions



- Give the candidate an opportunity to ask questions.

# The Sales Pitch

- Buyer's market
- Why should someone want to work at your clinic?
- Recruiting packet (Job Description, Vision & Core Values, Hospital Brochure)
- Be honest
- Be realistic
- Be positive





# Step 4: Check References

- Inform candidate at the end of the interview you want to check references with previous employers.
- Get signed authorization.
- Questions to ask:
  1. Is the candidate available for rehire?
  2. Tell me about the candidate's performance?
  3. What were the candidates best performance qualities? Worst performance qualities?

# Step 5: Working Interview

- Inform existing staff of candidate's working interview.
- Distribute working interview summary document to all staff involved in the interview.
- Get feedback from the staff and summary reports.

# Make Formal Offer

Items to be discussed with new hire:

- Offer the position to the candidate
- Salary & Benefits
- Schedule and Start day
- Attire for the first day
- Ask them to bring their drivers license and social security card

# Thank You!

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