



Attracting & Hiring Exceptional Talent

Course Guide

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Welcome to *Attracting & Hiring Exceptional Talent*. This course is designed to help you find and select employees who will help you build the best future for your practice.

As you watch the videos, use this guide to reference key points in the course content and practice the skills that are being presented.

Every employee in your practice plays a vital role in your business's success. Finding and selecting the best candidates for your team will affect the experience of your clients and patients, your team's dynamics, and ultimately the future of your practice.



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Step #1 – Articulating Your Vision & Expectations



Articulating your vision and expectations of what an all-star employee would look like in your practice is the first step to hiring the right candidate. This means defining what “right” looks like in your business.

Creating a compelling success profile is the first step to ensuring you attract the right person for any position you need to fill. Completing this step will help you articulate the skills, attitudes, and behaviors a candidate needs to possess to be successful in your practice.

In the resources tab of the course homepage, you will find two documents that will help you to articulate the needs for this position.

- **Success Profile Template:** Use the Success Profile Template to create your vision and expectations for a new position.
- **Success Profile Example:** Use the Success Profile Example as a model while you create your own success profile.

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Step #2 – Recruiting: Attracting the Right People



Recruiting and attracting candidates is the second step in the hiring process. To do this, you will need to create a compelling job ad, share your ad, and recruit on a continual basis.

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Creating a Compelling 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. Use the Success Profile that you completed in *Step #1: Articulating Your Vision & Expectations*, to create a compelling job ad that showcases the positive aspects of your team and your practice.

In the resources tab of the course homepage, you will find templates and examples that will assist in creating a dynamic job ad:

- **Job Ad Template:** Use the Job Ad Template to create your compelling job ad.
- **Job Ad Example:** Use the Job Ad Example as a model while you create your compelling job ad.
- **Ineffective Job Ad Example:** Use the Ineffective Job Ad to better understand what information may attract or deter candidates from applying for a position.

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Placing Your Job Ad & Soliciting Referrals

Once you have created a compelling ad, you need to share it with potential candidates.

- **Online Job Sites:** One easy way to share your job ad is by placing it on as many online job sites as possible, like Indeed.com, Craigslist, and LinkedIn. However, when considering where to post, keep in mind the cost of placing the ad, the number of candidates who are likely to see the ad, and the sites that will reach the type of candidates you are looking for.
- **Display Locally:** Post a copy of your ad in your practice and anywhere else locally that is willing to display it. When you do this, your ad not only serves as a recruiting tool, but also helps to market your business.
- **Solicit Referrals:** Ask people in your professional network, friends, and current all-star employees for referrals. In addition, 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.

Recruiting on an Ongoing Basis

Consider continuing your recruitment efforts even if you do not currently have a position to fill, especially if you have a larger practice with 20 or more employees. Keep your compelling job ad running, continue to ask for referrals, and continue telling potential employees about your amazing practice. This helps you to create a pipeline of talent you can pull from when you do need to hire someone, or when you may need to replace an existing underperforming or problem employee.

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Step #3 – Selecting the Right Candidate



Selecting the right candidate is the third step in the hiring process. The candidate selection process includes reviewing and narrowing your candidate pool using selection questions, then preparing for and conducting phone, in-person, and working interviews with candidates of interest.

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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.

In the resources tab of the course homepage, you will find the **Selection Questions Guide**. This guide provides an overview of the selection question process, sample selection questions, a tracker to help keep you organized, and a rating guide to help you score candidates' answers, applications, and resumes.

Phone & In-Person Interviews

Interviews are your opportunity to more completely understand who your potential hires are, how they think, and how they would act in your practice.

In the resources tab of the course homepage, you will find the following materials:

- **Phone Interview Guide:** Use the Phone Interview Guide to successfully prepare for and conduct phone interviews.
- **In-Person Interview Guide:** The In-Person Interview Guide gives a comprehensive overview of the steps you should take before, during, and after an in-person interview for the best results. This includes selecting behavioral interview questions, choosing an interview team, rating and reviewing candidates, and tips for practicing and preparing for these interviews.

Working Interviews

The final step in the interview process is to conduct a working interview. A working interview is an opportunity to invite your top 1-2 candidates to work with your team for the day. The ability to conduct working interviews is unique to the veterinary industry and is an opportunity to see if the candidate(s) is the right fit for your practice and your team.

In the resources tab of the course homepage, you will find the **Working Interview Guide**. This guide will help you prepare for and execute all steps before, during, and after the interview.

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Step #4 – Sharing Your Decision



The final step in the recruiting and hiring process is to choose a candidate and share your final decision.

First, extend an offer to the candidate you want to hire for the position before speaking to those who are not your first choice. You want to be sure your top choice accepts the position before telling others. If your top choice is unavailable, you will still have other candidates in consideration.

Once the position is filled, communicate your continued interest to any remaining top candidates. You can contact them if and when another position becomes available, keeping a pipeline of great people that will minimize your future recruiting time.

Finally, be sure to share your candidate selection with your current team members.