

## Your recruitment blueprint to get an awesome team.

Rules to follow:

**Follow the recipe.** Bad hires happen when you don't follow the process.

**Lift Your Standards.** What ever you accept expect. Don't accept average.

**Be in low need.** If you are desperate for a vet/nurse, you are in high need and you will accept average.

### Step 1. Clarity.

#### a) Ask yourself - Do I really need another employee? Can you improve systems first?

If you are getting busier, is it possible to improve your workflow and systems to function so that you don't have to hire another resource?

Many businesses are inefficient due to a *lack of systems* which results in employing another team member and decreasing profit. Have a look at your workflow and see if you can increase efficiency first.

#### b) Get Crystal Clear on *exactly* who you need.

If you definitely need another staff member, get crystal clear on what role you want them to fulfill in your business. Ask your existing staff for their feedback as well.

Think in terms of specific outcomes. Are they in a sales position, an attention to detail position (manager), a leadership position (ability to influence people)

To get a person who is naturally motivated, you need to hire someone who naturally has the core strengths that correlate with the role you want.

For example - If you want a receptionist, don't employ a nurse and hope she will do a good job at reception. If the applicant wanted to be a receptionist, they would have followed that career path.

Three areas to be clear on:

- What outcomes you want them to achieve in your business?
- What sort of intrinsic strengths would that person need that they would naturally be motivated? (use your profile tool) [www.tonyrobbins.com/disc](http://www.tonyrobbins.com/disc)
- Technical skills needed to achieve those outcomes.

If you are employing a vet, what is the primary attribute you need in them.

- Is it ability to bond clients (strategy if you are trying to transition into being more of a Business Owner and reduce the number of hours that you are doing consults)
- Is it medical or surgical expertise that you require in them (strategy where you do consults and they just complete all the technical work)
- Is it the ability to lead a team?

### **Step 2: Write the job description**

What outcome do you want? Tasks to be done, hours per week, probation period, review periods, pay rate. Keep it simple but specific. This will make the rest of the process a lot easier.

### **Step 3 Write the job advertisement**

Write the job add as if you are sitting down having a coffee describing the perfect person. Write it as if you were speaking it. Usually job adds are sterile and all the same. **DON'T DO THAT.**

You need to 'sell' working at your clinic as an experience... not a job and write it in a way that would be appealing to the personality type you have identified...not what you would like.

For example, if it's a detailed orientated person you want, then put in more details. If it's a friendly cruisey country vet, write in that tone.

Take a stand and tell people what is great about your business and why they would be lucky to work there. Be in **LOW NEED**.

### **Rules when writing your job advert**

- **Startling headline.** Be courageous. Need add to be obviously different.
- **Use bullet points.** Highlight benefits and put in bold.
- **Use short paragraphs.** It increases ease of reading and comprehension.
- **Let your personality come through.** Do NOT sound like everyone else!
- **Don't be generic.** People want to be part of something great.

(See examples at back)

#### Step 4: Profile good applicants before interview to see what their subconscious drivers are

The perfect score does not exist but people can bs thru an interview. They can't with the profile. You are looking for things that COULD become a big issue.

Three screeners I use:

A free personality assessment tool. [www.tonyrobbins.com/disc](http://www.tonyrobbins.com/disc)

Asses their tendencies. <https://quiz.gretchenrubin.com/four-tendencies-quiz/>

During discussion with them I will be identifying their top 2 human needs. (Certainty, variety, significance, connection, growth, contribution).

#### Step 5: Doing the Interview

##### 1. Assessing their cultural fit for your team.

**Find out what sort of a person they are.** If you have done the personality tests you should have fair idea before interviewing. A conversation using **direct questions** reveals an incredible amount of valuable information about a person. You are trying to understand if they are aligned with you.

Sample questions:

- **Why did they choose their career path?**
- **Their work history so far. You want to know the RESULTS they have gotten so far. This will tell you more than anything about them.**
- **What studies they have done, both professional and for any of their hobbies.**
- **How do they like to spend their free time – e.g. do they play any sports, what are their hobbies.**
- **Ask what books do they read. This gives you a massive insight as to what their default interest is.**
- **Ask what they consider their weaknesses to be. This will often stump them**
- **What are their strengths?**
- **Why do they want this job?**
- **Why did they leave their last job (REALLY listen to the answer)**
- **What values are important to them? Give them some examples (Honesty, transparency, growth, thoughtfulness so they know what you mean)**
- **Where do they see themselves in 5 yrs time?**

You can tell what someone is like by assessing where they are at. Look at their results in their life and it will tell you what they are like. Eg are they someone who always fights their way to the top. I'm always looking for the person who started at the bottom and ended up on the top.

The reason for this conversation outside of you learning more about the applicant is it will reveal to you their general mood level in life, their philosophy of life and many of their attitudes – this is gold! Would you want to hang around this person outside of work. If not, then they may just be a wrong fit for your team.

**From the conversation, score them in your own mind on a Scale of 0 – 10.**

## **2. Assessing their technical skills. Can they do the job?**

Use a self-created checklist, including a score for your gut feel at the time of the interview, to keep you on track that the applicant truly does match the criteria you want met. Ask 1- 10 questions. Eg 1-10 how good are you at developing rapport with clients?

**Assess four areas:**

- **Business skills:** Return on salary for vets. (might need to check this on reference calls).
- **Team Skills:** Leadership potential, how they get on with a team. (Your personality profiles will tell you a lot here too.)
- **Client skills:** Do they bond well with clients? Are they socially intelligent.
- **Vet skills:** Areas of special interest. Do they enjoy consulting or surgery the best.

Finally ask them to do something by a certain time. I like to ask them to get me three previous job referees by a certain date. The point of this is to give them a specific task to do by a certain time. You are looking to see if they do what they say they will so (UBER IMPORTANT)

**Let them spend a day with your team without you there.** This should not be optional. Your team will give you great feedback on what they were like. Remember, you are looking for a cultural fit and you want them to work without you.

## **Step 6: Choosing the most suitable applicant**

- Does their subconscious strengths from their profile match the job role?
- Do they naturally “rise to the top” historically?
- Are they a cultural fit for your business?
- Do they have the skill set or could they develop it?
- Does your team approve?
- Do they “feel” right? Trust your intuition. It never lies.

If they tick all boxes, then follow to due diligence.

### **Step 7: Do your Due Diligence on the Applicant.**

Firstly, check the quality of your Applicants Referees – a friend or a colleague is not a strong reference. You want previous employers ideally.

If you speak to 3 previous employers, you will find that the common issues will become obvious. *If there has been previous issues reoccurring, don't assume you will change them.* Any breach of integrity is a way to destroy your team.

I also ask the referees about their style of practice because sometimes the prospective employee is great and the employer was the problem. You will pick this up in your conversation. If they are generally really negative on the phone, then you may wish to review the amount of importance you put on their comments.

If you are satisfied that you have good quality Referees (minimum of 3 Referees), ask the following questions.

Really listen to what they are saying. Do NOT write off flagged areas thinking that you will be able to compensate for them. Remember you do not hire people then motivate them, you hire motivated people!

You are looking to see if there is consistency between the applicants answers and the references answers.

Here are some suggested questions you should ask the referees broken into areas. Ask 1-10 questions to so how they compare with applicants answers.

#### **Applicants ability to be a cohesive team member :**

- What are they like as a team player?
- Do they have leadership qualities?
  - If so, what are they?
- Are they pleasant/easy to work with?
- How flexible were they?
- How well did they accept feedback?
- Do they have many sick days?
- Are they happy to stay back to see emergencies or are they a clock watcher?
- Do they put themselves or the team first?

#### **Evaluating Honesty and Loyalty:**

- We're they punctual?
- If you were in a pickle, could you rely on them and would you want them on your side?

### **Evaluating ability to generate income.**

- How well did clients bond to them?
- How well did they relate to people?
- How efficient were they on a scale of 1 to 10 in their work? I.e surgery, treating cases.
- How organized were they?
- How good are they at generating income?
- Ask do they invoice well? (looking to see if they have a fear of charging which is an insecurity complex)
- What is their personal motivation like?
- Do they maintain same work ethic (e.g. billing) when the owner was not there?

### **Closing Summary Questions:**

- Would you reemploy this person?
- Can you give an overall rating from 1 to 10 from an employer's perspective?
- Any negatives about this person?

### **Step 8: Getting Agreement with the Prospective Employee**

Now that you have chosen the person that you and your team believe is best suited for the job, it's time to get back to them to notify them that they have been successful and to have them sign off on a written agreement in regard to:

- Your commitment to them and their commitment to you
- Financial arrangements including holidays, overtime, sick pay, superannuation and any bonuses

Most small and medium businesses skip this vital step. You should have done this in the Getting Clear step.

The benefits of doing this is that apart from getting clarity on the financial arrangements, it also gives you the opportunity to once again clarify your expectations. This document is something that we refer back to very early in the game with the then new employee when they have messed up along the way. By referring back to the document (usually just 1 page for each agreement) you take out some of the heat of the situation where you have to coach them back into line. These documents have been the saving grace for many successful business people.

**EXTRA STEP:** Screening step for all positions other than vet. The idea is to only deal with a few ideal applicants.

1. **You will need an unused mobile number or set up a virtual message bank** with Telstra.
2. **Record a script** telling the person about the job and ask them to answer three questions on the message bank. Here's an example script I used for a sales position.

Hi and thanks for calling about the position with the United Vets Group.

My name is Sam Bowden and over the next few minutes I am going to tell you more about the position and the company, then I will be asking you to leave your name and contact details and answer a few simple questions after the tone, so you may wish to grab a pen and paper so you can jot down the questions

The UVG is an organization that teaches vets how to run a business and have a life.

It's kind of like Tony Robbins for vets

We are changing the culture of the veterinary industry worldwide, we are causing a revolution in the veterinary industry. We are a highly entrepreneurial company, that champions those individuals who have great ideas and are not scared to put them into play.

We work with vet practice owners and have been exploding over the past 7 years.

The business is located in Mudgeeraba on the Gold Coast. Being local is not necessary but it would be a benefit.

The position is for someone to handle sales and loving our clients side of our business.

- We need someone who is a bloodhound at getting people to say yes over the phone.
- Must be able to come at it from a place of wanting to add value b/c you truly care about changing their lives.
- You will need to be very persistent as vets are very busy folk and there is lots of calling back!
- Have basic computer skills
- Happy to work part time from home
- Very organised
- Detailed in following up
- Has a great customer service attitude
- Must be enthusiastic

Above all, you need to have a can do attitude, be prepared to learn and be prepared to commit to a big exciting vision.

You must be a team player and love smiling. Let's face it, life is too short to be miserable.

Please do not bother leaving a message if you are looking for something temporary.

Would you please answer the following 4 questions?

1. What is one achievement that you are really proud of either personally or work related?
2. What do you believe are the most important elements to be good at getting people to say yes?
3. Provide one time when you went beyond the call of duty in a previous job.
4. Why do you think we should ask you for a further interview?

You have a full 3 minutes to sell yourself so please take as little or as long as it takes to do so. We will only be calling the successful applicants for further interviews so good luck and hopefully we will be contacting you soon.

3. **Listen to messages daily** and only select those few who sound really good and follow the process. This will rule out most applicants.

### Examples of adverts. The before and after

**Before:**



Mount Isa is a thriving inland city with a population of 24,000 people boasting big city services with a small town community feel. A number of airlines deliver direct flights to Brisbane, Darwin, Gold Coast, Townsville and Cairns. The city is supported by mining and agriculture which helps us provide a high level of medicine and surgery.

Our social, sporting, educational and recreational facilities provide something for everyone. A variety of team and individual sports including rugby union, league, AFL, netball, soccer, hockey, motor cross and canoeing to name some. Mount Isa is ideally situated for exploring the exciting north west of the state. Camping, caving, water sports, fishing (fresh and saltwater), bird watching, spectacular land forms and much more is on offer at your exploring door step.

The North West Veterinary Clinic is a purpose built, spacious hospital with an extensive array of modern diagnostic equipment. These include ultrasound, endoscope, digital radiography, IM3 dental machine, orthopaedic equipment, electro cautery, Vet test, advanced anaesthetic monitoring, portable horse stocks, powerfloats, etc. The scope of our service includes companion animals, satellite clinics, indigenous community animal health programmes and extensive beef cattle management programmes. Although a mixed practice, we encourage the passion for developing special interests. We are a team of 4 vets, 4 nurses, kennel assistant and an office manager. All team members strive for excellence within their professional lives.

## Positions Available

### 1. Full time mixed practice veterinarian

- Mixed animal veterinarian with medical and surgical competency
- Must have attention to detail, a good sense of humour and be a team player
- Desire to perform high levels of animal care
- Be prepared to take on responsibility

### 2. Experienced veterinary nurse

- Certificate 4 in veterinary nursing or equivalent
- Compassionate
- Client service focused
- Puppy preschool

1 week conference leave plus 4 weeks annual leave.  
accommodation negotiable.  
commensurate with experience.

Subsidised  
Attractive salary package

For further details please call Ed Butterworth

07 4743 3220 or mob 0429 437 121

[Ed@northwestvetclinic.com.au](mailto:Ed@northwestvetclinic.com.au)

After:

### Unique Veterinary Adventure.

- Looking for an adventure?
- Want an amazing salary?
- Like well heeled clients who *appreciate* rather than demand our service?
- Want to be visiting beef properties in the outback one day and be doing small animal medicine and surgery in a beautiful purpose built vet hospital with all the toys the next day?
- Like going to conferences and seminars?
- Have a special interest you'd like to develop?
- Want an experience that you'll relish forever?

If this sounds too good to be true but it's raised your interest...read on.

This opportunity is for a very lucky person.

The opportunity is to do mostly small animal practice but also some mixed animal so you will get to see the beauty of the outback.

You will absolutely upskill while you are here because it's so far to refer, that we have a crack at everything and money is rarely a problem for our clients. You'll have to have a "can do" attitude

**Pay is relative to the value you bring- if you add huge value you'll be paid an amazing salary.**

The opportunity in this part of the world is unlimited and you'll flourish if you're up for it.

**While the right attitude is a must, your chances of landing this job will be amplified if you have any of the following:**

- Solid companion animal surgical and medical skills
- Competent in equine or extensive beef husbandry.
- A good sense of humour (we like to have a laugh at ourselves and with each other)

Click here to see photo's

If you are just "looking for a job" for a year, then this position won't suit you. However if your heart is beating a little faster after reading this then give me a call right away. I suspect this position will be filled very quickly.

Cheers

Ed Butterworth

07 4743 3220 or mob 0429 437 121

[Ed@northwestvetclinic.com.au](mailto:Ed@northwestvetclinic.com.au)

### **Example Two before and after**

**Before:**

### **Full Time Veterinarian Required**

We are looking for a an enthusiastic and proactive, experienced veterinarian for our in our busy, four-vet, small animal practice. The position is suitable for someone with a medical or surgical slant, and the applicant needs to show a strong interest in improving themselves and providing extraordinary service to clients.

The hours are flexible, and include 3-4 days a week and some Saturdays. We are not open Sundays or public holidays and there is also no after hours. Continuing education is strongly supported and encouraged. There is also the opportunity for the new vet to become involved in practice management and marketing.

Our practice has a very harmonious team and a well educated, friendly client base. We believe in creating the kind of practice where clients feel they are getting the best possible care for their pets, and they feel we take time to discuss all options with them. Our equipment includes digital radiography (DR), colour doppler ultrasound unit, computerised records (Vetlink), full Idexx blood analyser, iM3 dental base, and rigid and flexible video endoscopy. All this in a spacious, clean and bright, purpose-built practice located 35 minutes from the Melbourne GPO. Have a look at our website ([www.sunburyanimalhospital.com.au](http://www.sunburyanimalhospital.com.au)) to check us out.

[Click here to see photos!](#) 

So, if you feel you want to be a part of our team, email your resume to [glen.hastie@gmail.com](mailto:glen.hastie@gmail.com) and write "Vet Position" in the subject field.

**After:**

**Ref 16754: SUNBURY, OUTER NORTH-WEST MELBOURNE - FULL TIME SMALL ANIMAL**



### **Opportunity of a Lifetime for an Experienced Vet**

- Want to work in a place that puts a smile on your face?
- Want an amazing salary?
- Want to work a 3-4 day week in a purpose-built, clean and spacious practice?
- Want no after hours, no Sundays and no public holidays?
- Want the camaraderie of a multi-vet practice with 6 other vets?
- Like going to conferences and seminars?
- Want to avoid the "fries with that" corporatised approach to practice?

If this sounds too good to be true but it's screaming out to you, read on.

We need a vet who wants to play a role in creating something truly extraordinary in the vet industry.

You'll need to be willing to push yourself to make a difference to the team around you as well as to clients and patients. You'll need drive and a desire to play an exciting game to fit with the ethos of our practice.

**Pay is relative to the value and enthusiasm you bring – if you are indeed Dr Amazing, we will pay you an amazing salary.**

We have plenty of toys, but if there is anything that we don't have, that you wanted, and can justify, we will buy it for you. While the right attitude is a must, your chances of landing this job will be amplified if you have any of the following:

- More than 5 years' experience
- Exceptional surgery &/or medical skills
- An interest in management
- An interest in developing "alternative therapies" or other special interests.

[Click here to see photos!](#) 

If you are just "looking for a job", then this position won't suit you. However if you are a great vet and helping create something truly extraordinary is exciting for you, then please call me on 0409 196 110, and email your CV to [glen.hastie@gmail.com](mailto:glen.hastie@gmail.com).

### Example 3: Advert for Nurse position that worked well

#### **Rare 100% nursing position in the veterinary industry**

Would you like to live 500 metres from the beach on the Gold Coast, work from 8.30-5pm, and get to nurse in a 2 man vet clinic that is known for its exceptional delivery of service?

We are looking for someone who has been trained in veterinary nursing and would like their duties to be 100% nursing. **That's right, no days spent at the front desk and only minor dealing with the public (admissions and discharges).**

We are a clinic that is growing quickly based on our consistent level of customer service and veterinary care. We would like to offer this position to someone who wants to be part of an experience, that is not common to vet nursing.

#### **You will need the following:**

- Cert 4 in nursing
- Experience in managing surgical and medical cases.
- You are efficient, and can manage vets and nurses through a normal daily caseload.
- You have a high level of integrity
- Experience in putting in IV drips, taking blood from cats and dogs, and putting bloods through Idexx machine.
- A happy disposition with an ability to be flexible and adaptable.
- You wish to be here on a longer term basis

**The position will have the following responsibilities:**

- Managing stock levels in the inpatient area only. (ie surgical/medical consumables)
- Organizing the daily procedures and in house cases for vets
- Responsibility for sterility standards in operating areas
- Handling admission , preparation, and post op care of surgical cases.
- Performing routine descaling and polishing of teeth
- Assisting and monitoring anaesthesia
- Assisting in taking radiographs
- Basically we want a full time nurse who can be responsible for all aspects of nursing in the clinic (you always have another nurse to assist).

Our practice has very highly trained support staff, and this is one of the benefits of working here, you will get to use and develop your nursing skills to a very high level.

We are located at Tweed Heads, the quieter end of the Gold Coast, 500metres from great beaches, restaurants and near the amazing Hinterland.

**We need someone to start by June 1st**

**A salary package of \$40500 is offered for a 40 hour work week Monday to Friday with 4 weeks annual leave.**

Please forward resume with verbal referrals to Sam Bowden, Twin Towns Vet Clinic, 10 Beryl St, Tweed Heads, 2485 or respond via email to [twintownsvet@optusnet.com.au](mailto:twintownsvet@optusnet.com.au) Further information call Sam on 0428 711 817.

Applications close 14<sup>th</sup> May 2010