

# Recruiting for your Vet Business: How to find (and keep!) a really great hire

Helen Frewin

BSc MSc C.Psychol

hello@totem-consulting.com

0845 548 6836

**totem**

www.totem-consulting.com



The College of  
Animal Welfare

# The Usual

Dust off an old interview guide (if you have one)

Screen CVs according to brevity and lack of typos

Interview after a quick read of the CV

Pick someone who seems ok

Expect them to get on with it once they start

# Engagement



10-20% uplifts in  
performance

# Engagement



I know what is expected of me at work

I have the tools and equipment I need to do my job

I have the chance to do what I do best, every day

# Prepare for Success

What does good look like?

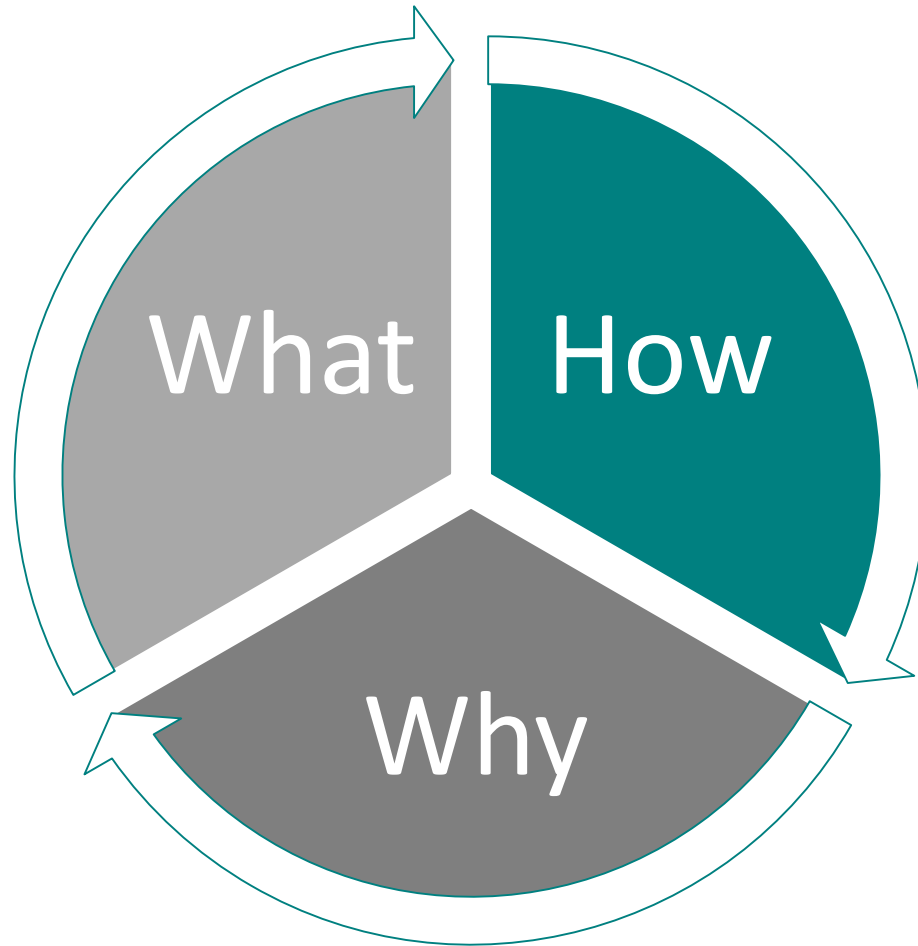
Support and guide people to meet these requirements

Screen according to behaviour

Welcome people in and support them through training

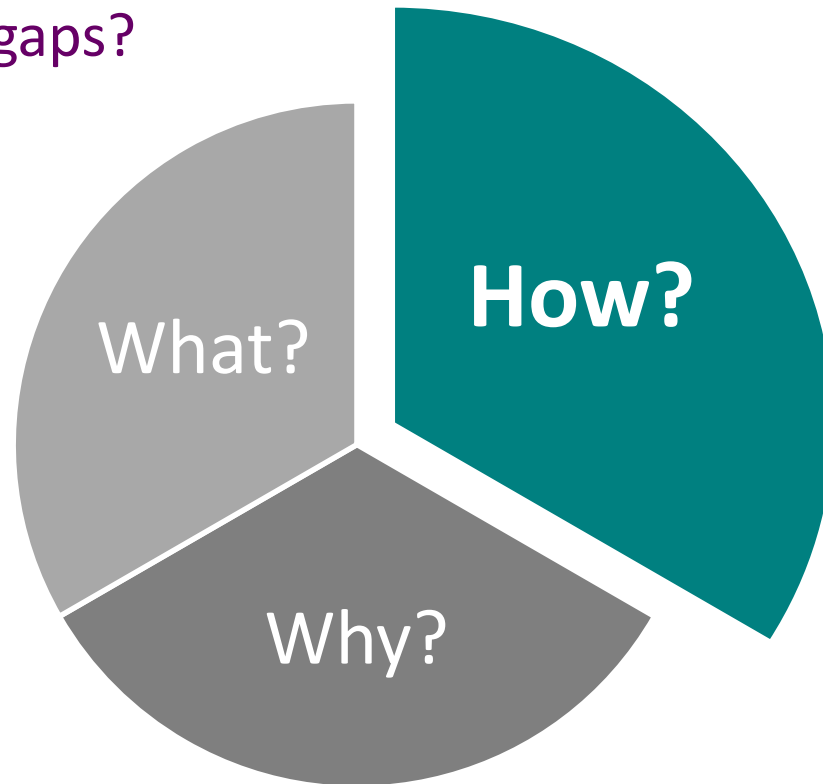
Support and guide people to exceed our requirements

Great performance is...



# What does good look like?

What are the gaps?



# Clarifying the Why, What, How

Why does this job exist? What purpose does it serve?



What does success look like? What will a great candidate have done in 6 months?



What does success look like longer term? What will a great candidate have done in 24 months?



In order to deliver the above, how would someone need to be?



What knowledge, experience, skill, ATTITUDE might they need?



How do we select the best candidate?



+1	PERFECT PREDICTION
.63	COMBINED structured interview with other assessment tools
.54	Work Sample Assessment
.51	STRUCTURED INTERVIEWS
.51	Cognitive Ability Tests
.40	Personality Questionnaires
.35	Biodata
.26	References
.20	UNSTRUCTURED INTERVIEW
.18	Years of Experience
.02	Graphology
0	RANDOM PREDICTION

# Creating your own interview questions

What do you want people to do?

How?

Why?

Write it as a statement eg “I want nurses to cope well under pressure, staying positive even when things are tough – because it’s often tough here working with difficult clients and vets.”

Turn it into a question – “when have you had to cope with a difficult situation or person?”

# Competency based interview questions

When have you dealt with a difficult situation? What was the context? How did you react?

When have you had to be positive in what could have been a negative situation? How did you do that?

Tell me about a situation where you disagreed with someone. What did you disagree about? How did you tell them? How did you find doing that?

What constructive feedback have you received before?  
How did you react to that at the time? What do you think about it now?

# Strengths



Research suggests focusing on strengths may be more beneficial than competencies

72% of interviewers said they got more insight from strengths questions

Working to strengths makes us 12.5% more productive

How can we do that?

# Strengths based interview questions



What do you love doing?

Why?

When do you get energy from your work?

# Learning agility interview questions



When have you learned something quickly?

How did you learn?

When have you failed at something or been knocked back?

How did you respond?

# Making a good start



Think about your first day –  
what worked well?

What would you change?



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