



CASE STUDY

VetPartners

Researching and designing a recruitment strategy to address specific talent issues and shortages in the Veterinarian industry.



Challenge

VetPartners has approximately 1200 Veterinarians across Australia and NZ and need to recruit over 450 over the next year.

In 2022, the industry was experiencing challenges like never before, including:

- Potential candidates seeking increased flexibility
- Extreme stress levels and burn-out amongst vets resulting in talent leaving the industry
- Shortage of vets across Australia and New Zealand and immigration channels will not adequately fill the skills and professional gaps
- Lower numbers of veterinarians graduating and consequent talent pool to service the entire industry

Collaboration Approach

In December 2022 VetPartners engaged the Human Collaborative to help their recruitment team devise a strategy to:

- Review the current candidate experience vs. the recommended candidate journey (looking at risks, points of failure and recommendations)
- Assess the candidate pipeline with recommendations on issues and risks in the current process in which VetPartners recruits veterinarians
- Provide high-level recommendations of a future-state, high-quality processes (with process optimisation initiatives)
- High-level technology recommendations
- Design key recruitment metrics, KPIs and lead indicators to review and evolve the quality of performance

To complete this research, interviews were conducted with 25+ stakeholders across all areas of the business including Executive Directors, General Managers, Regional Managers, TA Leads, Business Analytics, Technology and Specialist Veterinarians

Results

The Human Collaborative delivered the following recommendations:

- Introduce a *Strategic Sourcing* capability to proactively manage the Talent Funnel with defined roles and responsibilities
- A technology assessment and the design of a talent technology ecosystem to fulfil VetPartner's requirements
- Specific recommendations on the Candidate Journey to enhance the candidate and hiring manager experience
- Evaluation of the Talent Acquisition's team structure, roles and responsibilities specific to the Veterinarian portfolio to implement a Strategic Sourcing capability
- Assess and review the locum / casual and early careers capability and capacity in the business
- Review Talent Acquisition metrics and assess technology capability to identify and design pathway to close gap on analytics and business oversight