



RECRUITER'S HANDBOOK

ACKNOWLEDGEMENTS - ORIGINAL HANDBOOK

MAY 2005

Special thanks to the following contributing authors who supplied information for the content of the NAHCR Recruiter's Handbook.
Your knowledge, time and effort are greatly appreciated.

Carol Barber, Senior Vice President, Florida Operations, Bernard Hodes Group

Janice Buehler, Director of Recruitment & Workforce Planning,
Cedars-Sinai Medical Center, Los Angeles, CA

Ann Bures, Employment Manager, St. Joseph Medical Center, Towson, MD

Patricia D'Aurizio, Director of Employment & Recruitment,
Novant Health-Forsyth Medical Center, Winston-Salem, NC

Beth Graff, Tacoma, WA

Joanne Gucciardo, Recruitment Manager, Inova Health System, Lorton, VA

Sandy Haeberle, Vice President, Health Care, Bernard Hodes Group

Karen Hart, Senior Vice President, Health Care Division, TMP Worldwide

Virginia Herrero, Esquire, Gunster, Yoakley & Stewart, Miami, FL

Robin Moore, Retention/Recruitment Associate, CentraHealth, Lynchburg, VA

Greta Sherman, Senior Vice President Health Care Strategic Planning,
TMP Worldwide Monster.com, Louisville, KY

Sarah Tobocman, Esquire, Office Chair, Gunster, Yoakley & Stewart, Miami, FL

Karen Walburn, Employment Manager, Southern Ohio Medical Center, Portsmouth, OH



ACKNOWLEDGEMENTS - EDITORS

Special thanks to the following individuals who provided a review and current information for the updated content of the NAHCR Recruiter's Handbook. Your expertise, time and effort are sincerely appreciated.

Janice Buehler, MBA, CHCR

Ann T. Bures, RN, MA, CHCR

Derek Cunningham, PHR, CHCR

Donna Dabeck, CHCR

Nancy DeLapo, CHCR

Elena Donaldson, RN, BSN, CHCR

Patricia D'Aurizio, RN

Karen Hart, RN, BSN, and the Bernard Hodes Group

James Henry, CHCR

Jessica Quezada Jackson, CHCR

Greta Sherman, Senior VP, TMP Worldwide

Lisa Sinnott, CHCR

Sarah Tobocman, Shareholder, and
members of the Gunster, Yoakley & Stewart, P.A., Staff



TABLE *of* CONTENTS

Introduction to the NAHCR Recruiter's Handbook	9
PART I ROLE OF THE RECRUITER	11
Chapter 1 Recruitment Responsibilities Throughout the Organization	13
• Overview	13
• The Recruiter's Job Description	13
• Reporting Relationships	13
• Role of the Recruiter	14
• Recruiters as Business Partners	14
• Communication Is Key	14
• Customer Service Skills	14
• Financial Skills	15
• Organizational Skills	15
• The Recruitment Office	15
Chapter 2 Networking	16
• Networking in Your Organization	16
• Networking Outside Your Organization	17
PART II LEGAL AND ETHICAL ISSUES FOR THE RECRUITER	19
Chapter 1 Hiring Process	21
• Overview	21
• From Hiring to Firing	21
• Application	21
• Screening the Applicant	21
• Applicant Interviews	22
• Preemployment Testing	25
• Post-Hire Documentation	25
• Employee Evaluations	26
• Terminations	26
• Exit Interviews	28
• <i>Sample Form Application for Employment</i>	29
• <i>Sample Form Offer Letter</i>	35
Chapter 2 Federal Employment Laws	37
• Title VII of the Civil Rights Act of 1964, as Amended by the Civil Rights Act of 1991	37
• Equal Pay Act (EPA)	38
• Affirmative Action and Executive Order 11246	38
• Section 1981 of the Civil Rights Act	38
• Employment Retirement Income Security Act (ERISA)	39
• The Age Discrimination in Employment Act (ADEA) and Older Workers Benefit Protection Act	39
• The Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973	40
• Employee Polygraph Protection Act of 1988 (EPPA)	41
• The Immigration Reform and Control Act (IRCA)	42
• Occupational Safety and Health Administration Act of 1970 (OSHA)	42
• The Fair Labor Standards Act (FLSA)	42
• The Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA)	44
• Worker Adjustment and Retraining Notification Act (WARN)	44
• The Family and Medical Leave Act (FMLA)	45

TABLE *of* CONTENTS

Chapter 3 Immigration Law	48
• Overview	48
• “Non-Immigrant” versus “Immigrant” Classifications	48
• The Visa Screen® Certificate	49
• Non-Immigrant Classifications	50
• “TN Professional” Classification	50
• Requirements for TN Status	50
• Documentation Necessary to Satisfy the TN Requirements	50
• Healthcare Professions that Qualify for TN Professional Status	50
• The TN Employee’s Family	51
• Documentation of Admission to the United States & Social Security Numbers	51
• Length of TN Status	51
• Extending Status	51
• TN Employee & Changing Jobs	52
• Prospective TN Employees Are Not Automatically Granted Admission	52
• Specialty Occupations – H-1B Temporary Employees	52
• H-1B Classification & Requirements	52
• Healthcare Professions That Qualify for H-1B Classification	52
• Procedures for the Employer to Obtain H-1B Petition Approval for an Employee	53
• Documents Required at Port of Entry for H-1B Employees	54
• Length of Employment for the H-1B Employee in the United States	54
• Caps on H-1B Classifications and Special Filing Fees	54
• The H-1B Employee’s Family	55
• H-1B Employee & Changing Jobs	55
• Time to Process an H-1B Petition	56
• Advantage of an H-1B over a TN	56
• Using an Attorney to File an H-1B Petition	56
• Prospective H-1B Employees Are Not Automatically Granted Admission	56
• Foreign Student (F-1) Curricular and Optional Practical Training (CPT/OPT)	57
• “Practical Training”	57
• “Curricular Practical Training” and the Employer’s Role	57
• “Optional Practical Training” and the Employer’s Role	57
• Continued Work Authorization Beyond CPT and OPT	57
• Lawful Permanent Residence – “The Green Card”	58
• “Green Card”	58
• Sponsoring a Foreign National for a Green Card	58
• Quotas for Immigrant Visa Numbers and Priority Dates	58
• Waiting Period for Immigrant Petition Approval Prior to Filing the Adjustment of Status Application	60
• The Alien’s Family	61
• Green Cards & Changing Jobs	61
• Loss of Lawful Permanent Residence Status	61
PART III RECRUITMENT FUNCTION TECHNIQUES	65
Chapter 1 Selection & Interviewing	67
• Overview	67
• Interview Preparation and “Setting the Stage”	67
• <i>Sample Form Job Requirements Worksheet</i>	68
• <i>Sample Form Interview Basics</i>	69
• Prescreening	70
• Interview Styles	70
• <i>Sample Form Planned Questions</i>	71
• Interview Stages	70

TABLE *of* CONTENTS

• “Warming Up”	72
• “Applicant Talking”	72
• “Questioning/Fact Finding”	72
• “Providing Information”	73
• “Winding Down”	73
• Behavioral Interviewing	73
• Peer Interviewing	73
• <i>Sample Form Interview Questions</i>	74
• <i>Sample Form Behavioral-Based Questions</i>	75
• Documentation	80
• Internal Candidates	80
• Rehires	80
• Management Selection and Interviews	80
• Job Offers	80
• “No, Thank You” Letters	81
• <i>Sample Form Do’s & Don’ts for Interviewing</i>	81
• Why Interviews Go Wrong	81
• Checking In – Post-Hire, Interim and Retention Interviews	82
• Exit Interviews	82
• <i>Sample Form Interview Competency Assessment and Screening Tool</i>	83
• <i>Sample Form Interview Assessment Summary</i>	84
• <i>Sample Form Management Assessment Guidelines</i>	85
• <i>Sample Form Management Assessment Interview Summary</i>	89
• <i>Sample Form Applicant Non-Pursuit Letter</i>	91
• <i>Sample Form Candidate Reject Letter</i>	92
• <i>Sample Form New Hire Feedback Survey</i>	93
• <i>Sample Form Exit Interview</i>	94
Chapter 2 Sourcing Applicants	96
• Overview	96
• Personal Contact	96
• Printed Materials	98
• Audio/Visual	98
• Public Mass Media	99
• Press Releases/Meeting with the Press	99
• Intranet	100
• Internet	100
• Advertising	101
• Advertising Plan	101
• Social Networking and Other Emerging Media	101
• Writing and Placing an Advertisement	102
• Advertising/Consulting Agencies	103
Chapter 3 Recruitment Budget	104
• Overview	104
• Planning and Forecasting Considerations	104
• Identifying Operational and Capital Expenses	105

TABLE *of* CONTENTS

Chapter 4 Conventions & Recruitment Travel	107
• Overview	107
• Terminology	108
• After the Conference	109
• General Travel Tips	109
• Safety Tips	109
• <i>Sample Form Conference Registration</i>	110
• <i>Sample Form Recruit Travel Checklist</i>	112
• <i>Sample Form Recruit Luncheon Checklist</i>	113
• <i>Sample Form Recruitment Trip Summary</i>	113
• <i>Sample Form Recruiter Event Checklist</i>	114
• <i>Sample Form Recruitment Event Summary</i>	115
Chapter 5 Recruitment Metrics	116
• Overview	116
• Universe	116
• Turnover	116
• Vacancy Rate	117
• Increased Universe	117
• Days to Fill and Days to Start	118
• Cost per Hire	118
• <i>Sample Form Monthly Activity by Job Groups Worksheet</i>	120
• <i>Sample Form Cost per Hire Worksheet</i>	123
• <i>Sample Form Increased Universe Worksheet</i>	123
• <i>Sample Form Projected CPH Worksheet</i>	123
• <i>Sample Form Historical Assessment Needs Worksheet</i>	124
Chapter 6 Compensation	125
• Overview	125
• Basic Components of Compensation	125
• Exempt versus Non-Exempt	125
• Models of Compensation	125
• Surveys	126
Chapter 7 Benefits	127
• Overview	127
• Laws That Regulate Mandated Benefits	127
• Laws That Regulate Voluntarily Provided Benefits	128
• Benefits Package	128
• Health-Related Benefits	128
• Disability Insurance	129
• Financial/Retirement Benefits	129
• Pension Plan	129
• 401(k)/403(b) Retirement Savings Plan	129
• Flexible Spending Accounts	129
• Optional Products Available for Employee to Purchase	129

TABLE *of* CONTENTS

• Education Assistance Programs	130
• Work/Life Benefits	130
• Wellness Benefits	130
• Personal Services Benefits	131
• Leave Benefits	131
• Miscellaneous Benefits	132
• “Different Strokes for Different Folks”	132

PART IV RECRUITMENT AND RETENTION **133**

Chapter 1 Retention **135**

• Overview	135
• The Changing Landscape	135
• Data & Analytics Drive – <i>Recruit and Retain</i> Strategies	135
• Turnover Statistics	136
• Financial Implications of Turnover	136
• Feedback from Former Employees	137
• Employee Engagement & Satisfaction Surveys	137
• New Hire Feedback	137
• Top Sources of Best Hires	138
• Competitive Intelligence	138
• Hiring Manager Projections and Feedback	139
• Recognition	140
• Communication	140
• Onboarding	140
• Generational Groups	140
• <i>Sample Form Generational Differences</i>	141
• Use the Data Gathered to Create a SWOT Analysis	142
• Conclusion	143

Chapter 2 Developing Your Recruitment Plan **144**

• Overview	144
• Identify the Current Issues within Your Facility	144
• What Has/Has Not Worked for Your Facility in the Past	144
• Use Your Job Classifications	144
• Determining Appropriate Staffing Levels	145
• Develop Your Recruitment Plan	145
• Find Out if Your Plan Is Working	146
• <i>Sample Form Recruitment Plan</i>	147

ADDITIONAL INFORMATION **149**

• Immigration Chapter	149
• Retention Chapter	149
• General Employment Practice Key Terms	149
• Professional Association Listing	153
• Notes	155

INTRODUCTION

The National Association of Health Care Recruitment (NAHCR) is pleased to provide a handbook specific to recruitment to serve as a guide for healthcare recruitment.

Healthcare recruitment is one of the most strategic operations within any organization, from large multifacility complexes to small specialty outpatient clinics to long-term care facilities. Every healthcare organization faces similar recruitment challenges. These challenges, which are constantly changing, are caused by many factors both internal and external to the organization.

Recruitment is impacted by the general economic climate not only in the region, but nationally and internationally. The financial stability within the organization continuously affects recruitment – not only when the bottom line is very positive but also when budget reductions are needed. Hiring competition for healthcare employees has become tougher for all healthcare organizations because the trend in the number of available qualified workers in the job market has become very cyclical ... from overabundance to shortages. One of the most unrecognized factors that impacts recruitment is the reputation and image of the healthcare organization itself.

Recruitment might be defined as “the search for the ‘best’ candidate for a vacant position.” Recruiting the “best” candidate is finding someone who is the most qualified and most competent and will “fit” the organization best. This recruitment process must be completed within the guidelines of employment law, using a cost- and time-effective approach. It must be based on a judicious use of all available resources and achieve an outcome that is completed with “perfect” timing. Recruiting is not based on the most glamorous marketing and advertising plan, doing “hard sales” or promising a candidate anything.

There are many vital components to consider for successful recruitment. To begin, every organization needs to develop an annual recruitment plan based on multiple human resource “metrics” or data with trending. The recruitment plan needs to include a solid budget, which reflects all recruitment activity from marketing to interviewing to the orientation process. It is absolutely necessary to create methods to track data and trend statistics multiple times during the year to effectively evaluate the recruitment plan.

Retention within a healthcare organization is achieved through a strong, collaborative culture with positive attitudes at all levels within the organization. To enhance employee loyalty to an organization, and thereby retention, continuous communication and individual development should be key initiatives and strategies in every organization. Retention is not strictly the responsibility of one level of management or the human resources department. It is not based solely on monetary bonuses and rewards. Retention is not a short-term problem with an easy solution. Retention is based on a model of stability around the core values and mission of the healthcare organization. A successful retention strategy is also based on a strong sense of community. This includes a high level of employee/employer trust and respect in association with employee development and recognition of their continuing needs. These factors will give an organization the credibility to be known as an “employer of choice.”