



DIRECTIONS

President's Address: Honoring the Past, Treasuring the Present, Shaping the Future of Health Care Recruitment

By Julie Hill, BSN, RN, CHCR, RACR



As we move forward into 2017, what better time to reflect on the past, focus on the present, and look forward to the future. NAHCR's past is strong, the present exhilarating, and the future promising.

In 1974, NAHCR's founding members began the journey forming the only association dedicated to health care recruitment. Since that time, our association has endured for 43 years. There have been unimaginable trials, tribulations, and changes. Yet, through the years, NAHCR has sustained and strengthened. It is the dedication, passion, and determination of membership and prior leadership that has guided NAHCR into 2017. The profession itself has seen many changes. From land lines and push button phones to cell towers and smart phones. Who would have imagined that most recruitment today would be done on the internet or with a smart phone? The how, what, and who of the past is dramatically different from the present state of today. As health care recruitment professionals,

we are faced daily with unique challenges. One thing has not changed, NAHCR remains the only association dedicated solely to health care recruitment professionals and best practices. What a great tribute to our profession, as well as a testament to the adaptability and proactive nature of health care recruiters.

My history with NAHCR is much shorter than some, but my personal and professional reward has been nothing short of amazing. As we enter 2017, I anticipate nothing different. Recent years have been exciting while filled with many changes and challenges. Yet, as history repeats itself, NAHCR has sustained. There is great enthusiasm as we approach the 43rd IMAGE Conference, "Honoring the Past, Treasuring the Present, Shaping the future of Health Care Recruitment." NAHCR, will, for the first time in history, visit historic Savannah, Georgia, "the bell of the South." What a great location to revisit our past, revel in the

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4: "Healthcare Recruitment Then and Now"



7: IMAGE 2017 Highlights



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Cultivating Candidate Relationships Through Targeted Recruitment Marketing: The Next Phase in the Evolution of Healthcare Recruitment

By Anthony Gentile, Managing Partner, Katon Direct

Over the last 20 years, the methods of candidate attraction have steadily become more sophisticated. Methods have evolved from newspaper ads to job boards, to social media and targeted websites. Organizations that have been early adopters of new and improved methods outperform competitors and fare far better in the talent war. Simultaneously, talent acquisition has begun to be considered a revenue driver as opposed to just another line item, which has substantially increased demand. Top talent positively impacts the entire organization, whether it is by providing better patient care, contributing to higher patient satisfaction scores, reducing turnover, or fostering a more positive working environment.

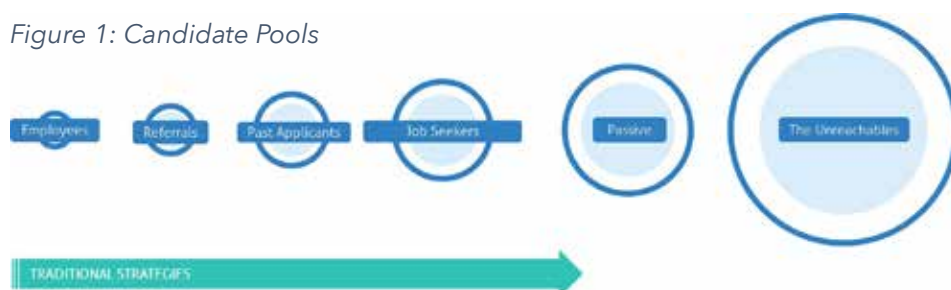
However, as the demand for top talent has increased, the available candidate attraction strategies have not adapted to address this need. They all share a common inefficiency: they cannot reach the largest pool of experienced clinical talent – the unreachable candidate.

Unreachable candidates are not active job seekers, so they aren't accessible through traditional channels. However, they are usually the most qualified and valuable talent. To attract and hire a highly skilled workforce, there needs to be a way to engage with this pool of unreachable candidates.

To accomplish this, top talent acquisition professionals have begun to adopt a new approach: targeted recruitment marketing. This method leverages the production and distribution of relevant and valuable content to specific demographics to attract and maintain their attention. While this idea of combining content and technology is not new, the concept of using it in healthcare recruitment is. Successful marketers have been doing this for over a decade to build a steady base of prospects and customers. Now, it's time for talent acquisition teams to use this same approach for success. Utilizing this strategy,

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Figure 1: Candidate Pools



President's Message

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present, and fortify the future. Just as NAHCR has set its stamp on the past, and made a formidable impression on the present, let's focus our best efforts on branding NAHCR's future.

The membership, active and institutional, have verbalized excitement and promise for NAHCR's future. It has been a true privilege and honor to be a part of NAHCR's past and present. I

can't begin to put into words the true impact of NAHCR on me personally or for thousands of others through the years. I hope to have the great fortune of impacting, even if ever so slightly, NAHCR's future. As I have learned, the best way to predict the future is to create it. So together, let's create the very best future for NAHCR.

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Cultivating Candidate Relationships Through Targeted Recruitment Marketing: The Next Phase in the Evolution of Health Care Recruitment

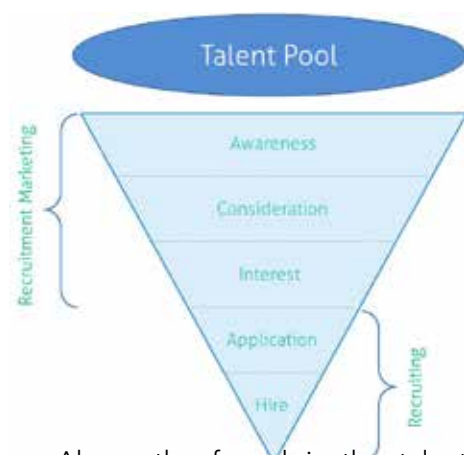
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employers can target the previously unreachable talent pool to attract, inform, influence and convert these candidates into applicants.

The Candidate Journey

It helps to consider the candidate decision process as a funnel.

Figure 2: The Recruitment Funnel



Above the funnel is the talent pool, most of whom are highly coveted yet unreachable. These candidates are experienced and knowledgeable, but completely unaware of job opportunities. They are typically satisfied with their current job and not looking for a new career. They will not know about other health care organizations because they simply may not care or are not interested. Nurturing this candidate segment to take action and apply for your job is critical for two reasons. First, it's the largest pool of talent by far, and ignoring these candidates will effectively leave you competing with every other organization over the much smaller pool of active job seekers. Second, these are the most experienced and qualified candidates. They're most likely to positively impact the work environment and provide a high quality of patient care, which in turn reduces costs and improves HCAHPS scores. But here's the problem: your available options (traditional recruitment advertising) are primarily focused on the Application stage of the decision

funnel, and they completely disregard the Awareness, Consideration, and Interest stages. For a highly-experienced/unreachable candidate, applying to a job is a big decision, and big decisions take time. Most recruiters just keep asking people to apply and hope they find some who might be interested. But few who are early in the decision process respond.

The Solution: Recruitment Marketing

By creating and distributing relevant, valuable, and consistent content to a defined audience, candidates are moved from being unreachable to interested in your career opportunities.

How is this possible? The dynamic between candidates and employers is changing rapidly. With the prevalence of social media and availability of content, candidates are now in control of the career search experience. Similar to how the internet, social media, and mobile have changed the way consumers purchase products, these technologies also have changed the way candidates search for jobs. Candidates can easily evaluate a potential employer by reading online reviews, and they are certainly judging the candidate experience.

Targeted recruitment marketing uses candidate data and response analytics, which can be obtained by monitoring candidate engagement with your content. With this data, employers can rethink and personalize the messages they are sending out to candidates. These messages can come in many different forms, such as articles, white papers, videos, or social media updates. All this information should have light company branding to promote brand awareness. The most important guideline to keep in mind is quality. Candidates want to feel that information is trustworthy, useful and reliable.

The relationship begins when you distribute content, through programmatic online advertising, social media channels, or with email marketing. All

of these channels should lead a candidate to a landing page with your content. A candidate clicks on your landing page, and then you can monitor the candidate's behavior and look for any signs of interest in moving forward. Once this occurs, you can deliver messaging and content that is geared towards moving candidates through the decision funnel. This could be as simple as a blog post entitled, "When Is a Good Time for a Job Change?" or as direct as "5 Best Reasons to Work for Our Hospital."

All of the candidate's clicking habits and navigational behaviors are recorded and you can leverage this insight to generate content that gently guides them down the decision funnel. Finally, when the relationship appears strong enough, and the candidate has demonstrated interest in new career opportunities, your messaging can direct them to a page that will ask them to apply for a job.

However, it is important to make sure this step is also engaging and informative. Simply directing candidates to a job listing page will be dull and uninspiring. Best practices include providing links for informational interviews, open house information, or just general content about how the hiring process works at your hospital.

In this way, recruitment marketing can do what traditional methods of recruitment advertising have failed to do—reach the unreachable and get them to develop an interest in seeking new employment.

Overall, by tailoring content to candidates' needs and gently guiding them through the decision funnel, you can cultivate the best possible clinical workforce that will improve patient outcomes and create a positive working environment.

Anthony Gentile is the Managing Partner and Director of Business Development for Katon Direct. Katon Direct provides targeted, fully managed recruitment marketing services exclusively for healthcare providers.



"Health Care Recruitment Then and Now"

By Judith Russell, RN, BSN, VP Recruitment Process Outsourcing, Hodes, Part of Symphony Talent

How many of you remember the days when we were doing large, even full-page display ads in the newspapers, journals and/or *NurseWeek* or *Nursing Spectrum* to compete for nursing or allied health professionals? And working with the first fax machines that had the crinkly paper – what a treat that was!! That depicts some of the challenges of healthcare recruitment in the mid-80's to early 90's. Let's get an inside perspective from some recruiters today and see what their early challenges were compared to how things look today.

Dennis Yee, a Past President of NAHCR and Recruiter at Valley Children's Healthcare in Fresno has been in the recruiting arena for over twenty years and fifteen of those are in health care. He recalls that back then (late 80's, early 90's) that job fairs were actually their most effective tactic for recruiting nurses, especially the ones in Canada. Other effective tools were advertising in *NurseWeek*, *Advance* and state association newsletters.

When the recession hit (around 2007-8) the budget was cut especially for travel and that's when Dennis began doing online postings and some print. He also did virtual job fairs. Niche sites appeared to be the best source of candidates then. That was followed by the introduction of job aggregators. Therefore, his budget for LinkedIn and Indeed, along with Twitter and Facebook, increased;

however, he found that the niche sites still outperformed the others.

Now, due to the increased competitiveness for talent, Dennis has increased his budget for job fairs and is doing more face-to-face meetings and interviews. Job postings are down and he is seeing more success with LinkedIn and Indeed. He is using search firms as well.

As for technology, in addition to an applicant tracking system (ATS), Dennis is utilizing Skill Survey for reference checking and building a pool of passive candidates. He is also doing live virtual interviews. His wish list consists of enhancing their social media presence in order to find more passive candidates in addition to increasing the budget for more niche site advertising, more job fairs and looking at more technology. "Any technology that can help with efficiencies."

Náz Nour is an HR Consultant with the Talent Acquisition Team at Indiana University Health (IUH) in Indianapolis, Indiana. She has over twenty-five years in healthcare recruitment, with nine years at IUH. In the eighties, Náz worked at a large teaching hospital in the SW and they did a lot of RN recruitment from the Philippines, however, their most effective tactic was "word of mouth." They had a large budget and did full page ads in the *LA Times*, *NurseWeek*, *Nursing Journals*, and direct mailers.

Later, when Náz was with another large teaching hospital in the Mid-

west, they did the typical Monster and CareerBuilder postings but still had paper applications (no ATS). They began sourcing candidates in resume databases in 2000 early 2001. They also utilized a lot of third party agencies and found that their print ads were actually their number one source for hires.

Around 2008 at IUH, Náz was able to source candidates in their ATS and started utilizing job aggregators. They also used part of their budget for TV advertising to entice medical services. Print and journal advertising slowed. Their role in the community proved to be the most effective means for recruiting especially with an emphasis on diversity. They also attended job fairs locally as well as national conferences.

Present day, Náz and the team very seldom utilizes print advertising for niche positions in rural areas. The Talent Acquisition team relies on job aggregators and networking events, and has had some recent success by partnering with a health care marketing firm. She would like to see more emphasis on social media, however, currently they are limited on this. They do monitor where their candidates are sourced but lack some of the current technology that is available today like a Candidate Relationship Management (CRM) system. They are constantly building relationships with

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"Health Care Recruitment Then and Now"

Continued from page 4

students at all the teaching institutions throughout the state, whether it be guest lecturers or training on how to write resumes, to attending job fairs and campus events. Hence, they have found that has been their most effective tool to date – most of their hires are coming from the schools and the relationships they have built. "Word of mouth" has also been a very effective tool.

If Náz had an unlimited budget with no limitations, she would like to see every recruiter (nine of them) have their own social media specialist with expertise in health care recruitment. ! . For the future, she feels that they need to strengthen their "internship" program and engage their leadership to become mentors and preceptors allowing opportunities for hands-on experience.

It's always interesting to get the perspective of someone in Talent Acquisition (TA) that is in another industry. Stacy Kaeding, Human Resources Talent Acquisition Manager at Amgen, was kind enough to allow me to interview her. Though she is fairly new to Amgen, she has over ten years of experience in human resources and talent acquisition. When she began her career in TA it was the days of "post and pray."

Currently Stacy and her team focus on the candidate's digital journey by managing each touch point from job searching to new hire onboarding and every step in between in order to provide a positive user experience. They also want to enhance their career website experience and expand their talent brand globally. Additionally, Stacy referenced two goals related to the team's social media strategy – 1. To amplify Amgen's talent brand with a diverse content marketing approach and 2. To publish content about Amgen's culture and post information about jobs to better engage with candidates.

Fortunately, Stacy's team of recruiters have maintained their stability (low turnover) and embrace innovation and technology. Amgen recently transitioned to a new HR information system about a year ago which includes an ATS, talent planning and

talent management modules that will make for more robust internal mobility and workforce planning.

She believes talent acquisition professionals of the future will include individuals with marketing backgrounds – professionals who see the value in aligning an organization's brand with its employer value proposition. In addition to building a strong talent brand to attract talent, a proven tactic at Amgen is an effective Employee Referral program. Stacy would eventually like to see their referral program integrated with social media making it even easier for employees to use. Overall, she feels they constantly need to innovate to stay ahead of competitors in the war for talent.

One thing that resonates with each of these talent acquisition/hu-

man resource professionals is the fact that any organization seeking quality candidates cannot wait for the candidates to find them, they have to source and seek them out. Utilizing new technologies that save recruiter's time and at the same time provide a personal touch is the ideal.

Thanks to Dennis, Náz, and Stacy for their time and insight which provided the contents for this article.

Hodes, the global employer brand agency within Symphony Talent, delivers omni-channel employer brand strategy, marketing, creative and campaigns that uniquely connect companies to talent. In other words, we are... people with talent, creating opportunity, for people with talent.



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2017 IMAGE Conference

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Honoring the Past, Treasuring the Present,
Shaping the Future of Health Care Recruitment.



Find Learning Opportunities and Industry Connections at IMAGE 2017

The IMAGE Conference provides a rich learning environment for current and aspiring recruiters, with information on cutting edge recruitment practices and strategies to develop them into invaluable strategic business partners at their organizations. This year's conference promises an excellent educational agenda with new topic offerings and new speakers.

Attend IMAGE 2017 to Gain the Knowledge and Skills You Need From Top-Level Speakers and Industry Experts

The work of the NAHCR Education Committee and its annual Call for Presenters ensures that you are learning from health care recruitment's best. Real-life case studies and examples help you apply what you've learned to

your situation. Take away helpful tips and resources! Plus, the credits you earn count toward maintaining your CHCR certification.

Collaborate With Your Colleagues

IMAGE delivers the face-to-face networking and peer learning experiences that health care recruiters value. Find common ground. Share ideas. Discover a different perspective. Get reacquainted with old friends and meet new ones!

Consult with Vendors and Suppliers

IMAGE's exhibit hall is your chance to explore innovative solutions for the challenges you face every day. Take this opportunity to build relationships with existing partners or establish relationships with new resources.

Conference registration is \$675 for members, \$975 for nonmembers. Bundled registrations are also available (\$850 members/\$1,150 nonmembers).

Enjoy the Hospitality of Savannah

This year's host hotel, the Westin Savannah, is ideally situated right on the waterfront, just moments from Savannah's best shopping, nightlife, and attractions—and complimentary ferry service places it all within easy reach.

Special room rates of just \$189 plus tax available until June 20, 2017, or sellout, whichever comes first.

Visit www.nahcr.com to register today!



Committee Center - Membership

NAHCR Membership Team members worked overtime in 2016 as a super glue agent in our association. Over 20 team members have been meeting monthly, discussing ways to better health care recruitment and appreciate its supporters.

The team implemented five different membership campaigns to attract more new members, reward established members and strengthen everyday benefits of membership. Volunteers for one campaign donated many personal hours touching base one-on-one with new members, welcoming and informing them all of NAHCR benefits most likely to improve their professional and personal lives.

Another campaign asked regional chapters "Why Should I Belong?" Winning videos from Washington State Association for Health Care Recruitment (WSAHCR) and the North Carolina Association of Health Care Recruiters garnered \$250 each from our NAHCR Institutional Partner, HealthcareSource.

Most recently, members renewing by December 31 were entered into a drawing for one of several prizes donated by Institutional members. Drumroll, please, for our contest winners:

- \$100 Amazon gift card, compliments of HealthcareSource: GAYLE YORK of Ann Arbor, MI
- \$100 Amazon gift card, compliments of HealthcareSource: CAROL VALDON of Palo Alto, CA, and President of the Northern California Association of Health Care Recruiters
- \$100 American Express gift card and a Yeti Tumbler, compliments of Health eCareers: TERESA EDWARDS of Birmingham, AL

Thank You to Institutional Members That Donated Prizes for Membership Drive



Health eCareers

HealthcareSource

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SkillSurvey

- \$100 gift card, compliments of SkillSurvey: RYAN COOK of Knoxville, TN
- And winner of a custom cigar box ukulele, compliments of Katon Direct: HOLLY BRASHER of Palos Heights, IL

We want to keep building our networking strength and connecting our members in faster, more reliable, efficient ways. Headquarters is working on enhancing the online membership directory by offering more ways to search for the connections you want to make. And the Board is reach-

ing out to Chapter leaders, who have their own outreach programs, so that they know they have the support of a national organization at their fingertips, offering them more diverse connections and educational resources.

Maintaining this atmosphere of affordability would not be possible without the enthusiasm and generosity of our team members—many thanks to them! And we're always looking for a few more good men and women to join the team. Email [Lorraine Bamford](#), Membership Team Chair; [Josh Cosby](#), Board liaison for membership; or [Andrea Ribera](#), NAHCR's Membership Manager for more information.

NAHCR Board Update

The NAHCR Board met in late November in Atlanta to discuss ongoing projects, take action on the committee recommendations, plan the next IMAGE conference, discuss needed Bylaw revisions and handle the overall strategic direction of the organization.

Coming off an amazingly successful 2016 IMAGE conference, the Board was looking to create even more value-added programs and benefits for the NAHCR membership as well as upgrades to existing NAHCR benefits like the website, *Directions* magazine and free-to-members webinars.

In response to interest from Active Members wanting to share the NAHCR membership experience with their colleagues as well as Institutional Members looking to promote NAHCR by giving away memberships to their clients, the Board created discount opportunities when buying multiple NAHCR memberships.

Another area of focus for the Board was how NAHCR can better support the local chapters. We are all in this industry together and need to stand united in these very uncertain times, and that means making sure the chapters are strong and positioned for success. NAHCR leaders held a call with the chapter presidents in late January to continue the dialogue of cooperation and solidarity between both the national and local organizations.

The Education Team presented a great framework for the 2017 IMAGE conference, which will celebrate where we have been, where we are and most importantly where we are going in the future. The Board worked tirelessly to build upon the work of the Education Team and ensure that those who attend the conference in Savannah will get the most return on their investment. Once again, IMAGE is going to be the "can't miss" convention of the year for health care recruiters!

As at the beginning of every year, the Board worked with HQ to create and pass a budget that allows the organization to explore these opportunities to increase member value but is still sustainable, realistic and provides for the fiscal security of the association. The Board takes its job as the financial steward of the organization very seriously.

The NAHCR Board accomplished a great deal at its meeting in Atlanta, but there is much more left to accomplish in 2017. If you are interested in serving on one of NAHCR's three teams (Communication, Education or Membership) or the Board, contact NAHCR Headquarters or any Board member. It is amazing what we can accomplish by working together!

Thank You to the NAHCR Institutional Members

We'd like to thank our Institutional Members for their continued support! For more information visit NAHCR'S online list of Institutional Members.

American Hospital Association

Aya Healthcare

CKR Interactive, Inc.

experiencedRN

Fusion Marketing Group

Geisinger Health System

Health eCareers

HealthCare Scouts, Inc.

HealthcareSource

Hodes

HospitalRecruiting.com

Katon Direct

NAS Recruitment Innovation

Nurse.com

Pacific Search Partners Inc.

PreCheck

Shaker Recruitment Advertising & Communications

SkillSurvey

SLACK Incorporated

Universal Background Screening

Wolters Kluwer

Worldwide HealthStaff Solutions Ltd

Solving the Problems of the Past With a Future-Facing Approach to Recruiting

By: David Szary, Senior Vice President and General Manager of Recruiting Services, HealthcareSource

The healthcare industry faces many challenges that relate specifically to the labor shortage. The aging population is putting increasing demand on our healthcare system, as more people require care, yet fewer clinicians are available to provide care. The competition for high-quality healthcare talent is growing with retail care clinics expected to double over the next five years, providing your potential candidates with more flexible and attractive employment options.

Simultaneously, the consumer is becoming more empowered than ever before, with access to self-diagnosis tools, transparent pricing of procedures and services, provider ratings and reviews, and ultimately much more choice about where and how they receive care. All of these instances of change are happening as hospitals and providers are moving from a fee-for-service to a value-based model, in which revenues correlated with patient experience.

According to one of our [recent surveys](#), HR executives found that only 20 percent of their leaders believe their staff consistently demonstrated a commitment to patient satisfaction. What they may not understand is how that number directly impacts their bottom line. Never before has it been more important to recruit staff that understands the need to focus on patients.

A workforce focused on patients embodies the culture of always. It is

comprised of highly engaged, motivated people who always strive for excellence individually and within teams. They always communicate effectively with patients. They always explain things clearly and listen. Even housekeepers always clean quietly to respect sleeping patients. All these things impact the patient experience, and, subsequently the bottom line.

1. Engage High-Quality Talent

You should always be recruiting, so when a job opens up, you can immediately engage candidates who are a great fit for your open requisition and move them down the pipeline. Make sure your organization is using an automated applicant tracking solution to make it easy for candidates to find and apply for the right jobs.

Healthcare workers are busy, and the most in-demand candidates will drop out of the application process before they take the time to complete a lengthy application. A user-friendly and mobile-optimized job application will reduce candidate drop off, thereby improving time-to-fill, quality of hire, and ultimately the overall candidate experience.

2. Assess Candidate Competencies

Assess candidates to ensure they're aligned with your mission, vision, and values, and have the right skillset to deliver care in their job family. Look for behavioral competencies that align with quality patient care and patient satisfaction, such as customer-focus, compassion, and adaptability.

Behavioral assessment software can compare candidates' behavioral competencies to healthcare-specific data, and provide you with behavioral interview questions to dig deeper into each candidate's responses. Being able to select employees who are accountable and align with your organizational values is pivotal.

3. Hire the Strongest Candidates

Finally, give candidates a positive impression of your organization at all contact points. The most qualified healthcare candidates are highly coveted, and you'll need to impress them if you want them to choose your opportunity over any others they're considering.

To hire the strongest individuals, healthcare organizations need to provide a positive candidate experience to keep candidates engaged throughout the recruitment process. Offer competitive compensation, taking into account the candidate's detailed work history, to ensure it doesn't stand in the way of an offer acceptance. When you're able to close your top choice candidates, you can build a stronger workforce that's aligned with your goals.

David Szary is the Senior Vice President and General Manager of Recruiting Services at HealthcareSource, the leading provider of talent management solutions for the healthcare industry.

Simultaneously, the consumer is becoming more empowered than ever before, with access to self-diagnosis tools, transparent pricing of procedures and services, provider ratings and reviews, and ultimately much more choice about where and how they receive care.

Great Storytelling Almost Always Involves a Compelling Cast of Characters

By: Kasey Sixt, Vice President, CRR Interactive



What would *The Shining* be without a deeply-flawed Jack Torrance and his out-of-this-world son Danny? Care to think what *Of Mice and Men* might've been like without Lennie and his traveling cohort George? *Braveheart* minus a vengeful Mel Gibson and his legion of angry Scots? Pick any great tale and the same rule applies: the characters bring the story to life.

When sharing stories about your organization, character-centric storytelling is crucial. You must pick the right people to reflect the key messages your company wants to project. Video is a great way to do this, and, for a growing number of talent acquisition professionals, video job descriptions are the next iteration of organizational storytelling. Forget about stale, text-heavy requisitions. Candidates need to be engaged through every step of the recruitment process, and it starts with a compelling job description.

What you need to determine now is who to “cast” in your video job descriptions. Who should deliver these messages? Here are two considerations to keep in mind when choos-

ing **existing** talent to star in your next video job description:

The Right Rung on the Ladder

Make sure the storytellers you select will have direct contact with the positions for which you are hiring. For example, if you're hiring for a marketing associate position, you may want to

consider someone in your marketing department to be a part of “selling” the job description. By doing this you highlight the employees your applicants will regularly interact with and work alongside. It doesn't make sense to have someone be the “face” of your video job description only for them to disappear from your candidate's view if/when they're hired. This way you bring an instant sense of familiarity (and consistency) to the position.

Put the “P” in Personality

The point of video or a visual job descriptions is to make them more lively and interesting. When it comes time to cast for the video description, consider individuals who have some flair to their personality and enjoy being on-camera. Remember, the characters make the story. Don't be afraid to show them off in order to draw interest to the organization and your current vacancies.

For more on how to most effectively execute job descriptions, check out our e-book: *The History and Future of Job Descriptions* or connect with me on LinkedIn ([LinkedLn.com/in/KaseySixt](https://www.linkedin.com/in/KaseySixt)) and ask for your free copy.

Directions Newsletter Advertising & Sponsorship

Directions is published four times per year and distributed electronically to all active/government, associate and institutional members. Over 85% of readers surveyed typically spend up to an hour on every issue of *Directions*, and information in *Directions* is often cited in reports and recruitment plans.

For more information on advertising or sponsorship, email NAHCR headquarters.

Staff Spotlight

It takes a village to keep NAHCR running at peak performance. Volunteer leaders set the strategic direction of the organization, and Headquarters sets the direction in motion. Over the course of the next few issues of *Directions*, we'll introduce you to our new association management company and the staff there. First up, **Dave Wenhold**, NAHCR Executive Director and the CEO of Kautter Wenhold Management Group.

Q: What three traits define you?

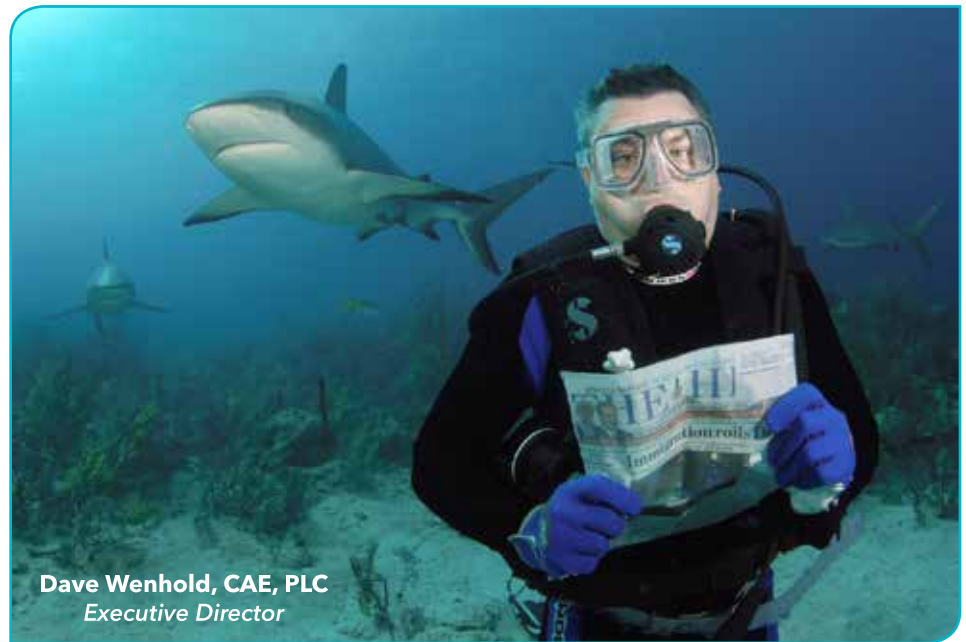
A: A sense of humor, being a strategic thinker for our association clients, and a heart for service.

Q: Let's talk about your heart for service. You've been recognized by the President of the United States for your philanthropic efforts, right?

A: Yes. I founded a charity called the Capitol PurSue Drive, as a way for Washington, a city full of suits, to help low-income adults by literally giving them the suits off our backs. Over six years, we collected more than 50,000 gently-used items of professional attire from Members of Congress, the White House, and the lobbying and association communities. For my work with the Capitol PurSue Drive, I was awarded the President's "Call to Service" award, which is the country's highest award for citizen volunteerism. I'm very proud of that, particularly since I received it for giving people a hand up, not a handout.

Q: What other awards or achievements are you especially proud of?

A: I am constantly trying to improve my skill set and provide cutting edge and innovative solutions for our clients. I do that through constant professional development. I'm a Certified Association Executive (CAE). That's the highest professional credential in the association industry. Less than five percent of all association professionals have achieved this mark of excellence. I also hold the Professional Lobbying Certificate from the American



Dave Wenhold, CAE, PLC
Executive Director

League of Lobbyists, and they named me their 2013 Government Relations Professional of the Year, as well as being named one of the country's top association lobbyists.

Q: Do you find yourself a "goto" guy?

A: Definitely! I'm a frequent presenter at industry events. I've appeared on television. Media outlets like the Associated Press, CNN, Fox News—even *USA Today* and the *Washington Post*—reach out to me when they need a resource.

Q: So you're not afraid to get up in front of a crowd?

A: (Laughs) I don't know if I think about it like that or not. I've learned a lot over my 20 years in executive leadership, working with nonprofits, trade associations, Congress, government agencies . . . If I can help by sharing

what I've learned, I want to do so. I find that people learn more when they are part of a story, and I'm a great storyteller.

Q: What's your favorite presentation?

A: I do one seminar called "Let Me Hear Your Body Talk" that is based on reading body language. It is so fun to present this early in a convention and watch people use what they learned to "read" their colleagues' nonverbal cues. I'm actually presenting at the 2017 IMAGE Conference.

Q: Last question: what calls to you when you're not serving in your professional or charitable capacities?

A: The Florida Keys! I love to scuba dive with my youngest son, and I go fishing down there whenever I can steal time away.

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