



Recruitment Team Action Plan

Reference 1.1

3RNET's Recruiting for Retention Guide
Part One

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

Using this Resource

Recruitment is both a science and an art: while there is no one formula to successfully recruit a professional every single time (i.e. science), there are best practices which you can follow to greatly increase your chances toward successful recruitment and retention.

Planning with your recruitment team is perhaps the most important aspect of the recruitment process. Spend time and put thought into the planning step, and you're on your way toward successful recruitment -- using perhaps the *best* best practice available!

Filling in the Recruitment Team Action Plan

This fillable document is a ready-to-use implementation plan complete with objectives and action steps for recruiting and retaining health professionals.

Simply fill in the person responsible for carrying out each action step (lead) and the date by which the action step should be completed (date).



Planning & Prep

Assess the Need

Having the right person in the right job at the right time is critical to your success.

- Conduct gap analysis
- Review job descriptions
- Analyze skills gaps
- Performance reviews
- Review turnover, retirement, promotions
- Analyze new hire/manpower
- Define future goals

Review Your Recruitment Team

It is important to form a well-rounded recruitment team that prevents all recruitment efforts becoming one individual's responsibility. Roles should include:

- Recruiter - responsible for filling open position, oversee the process
- Human Resources Partner - responsible for planning and prep by ensuring proper pay, job skills, working with supervisor
- Candidate Interviewer(s) - responsible for conducting various interviews
- Spouse/Partner Recruiter - responsible for learning what is important to the spouse/partner/family
- Marketing Specialist - responsible creating attractive marketing materials around your Unique Selling Points
- Contract Negotiator - responsible for being the point of contact for contract negotiations
- Community Partners - responsible for coordinating inclusion of community stakeholders into the recruitment process

Define Your Unique Selling Points

What sets you apart from your competition? It's important to have a strong definition around what makes you unique as both an employer and community. 3RNET's *Factors to Market Your...* guides are a helpful tool to help you think through your strengths to discover your unique selling points.

Here are five categories which are important for you to find unique selling points for:

- Community - Does your community do some things better than others?
- Compensation - What besides money do employees want?
- Staff - Is staff a reason you work there?
- Culture - Are you an employer of choice?
- Facilities - Do you have latest technology, buildings, plans to build in the future?

Create a Budget

Knowing your cost can help make sound strategic decisions.

- Create and maintain a recruitment budget
- Create and maintain a retention budget

Marketing to & Finding Candidates

Conduct a Virtual Self-Assessment

In today's marketing climate it is imperative to have a great virtual presence.

- Review website as a recruitment tool
- Review job postings
- Assess and look for barriers within the application process

Write Effective Job Ads

Competition is fierce. Each ad you run can take precious time and money. Ads should always include candidate-focused language.

- Create a candidate-focused job ad template for each position

Use Social Media

Social Media can be a low-cost, effective way to reach a pool of potential candidates. Consider using social media to promote your jobs. You may be surprised at social media's power as a great sourcing tool.

- Review, establish, and maintain social media recruiting presence
- Post job opportunities to social media

Sourcing

Posting your open positions is the lifeblood of the recruitment process and can be a full-time job.

- Post jobs to job boards
- Create, implement and maintain an employee referral program
- Attend virtual job fairs
- Establish and maintain relationships with health care training programs to develop a workforce pipeline

Matching & Committing

Interviewing

This is where you get to determine how closely a fit you and your candidate are. In today's world interviewing is done virtually as well as in-person, so it's important to prepare for both possibilities.

- Establish scheduling process
- Create interviewing team
- Create interviewing process
- Facilitate spouse/partner/family interview
- Conduct virtual interview
- Conduct in-person interview

Negotiations

Don't let all your hard work fall apart! Be timely in negotiation and have one person with the authority to negotiate all terms. This is generally for those positions that are contracted such as providers.

- Negotiations lead (must be someone with authority to negotiate all terms)
- Prepare letter of intent or contract, have it ready to go before interview

Retaining for the Lifecycle of the Employee

Retention Plan

Retention is the goal of all your recruiting efforts. Within your retention efforts is where you can incorporate the workforce strategies that align with your business goals.

- Form retention committee made up of both leadership and staff
- Establish orientation plan
- Create 6 to 12 month onboarding plan
- Conduct employee engagement surveys at least annually
- Follow up to engagement surveys with action plan
- Implement stay interviews, train supervisors on how to use, and update regularly
- Coordinate and implement succession planning
- Identify and implement work/life balance strategies
- Review compensation surveys annually to ensure market value is being paid
- Create Total Compensation Statements annually and share with employees
- Identify key communication tactics for retention strategies and implement

Our Team Action Plan - Planning & Prep

Assess the Need	Lead	Date
• Conduct gap analysis		
• Review job descriptions		
• Analyze skills gaps		
• Performance reviews		
• Review turnover, retirement, promotions		
• Analyze new hire/manpower		
• Define future goals		
Recruitment Team		
• Recruiter		
• Human Resources Partner		
• Candidate Interviewer(s)		
• Spouse/Partner Recruiter		
• Marketing Specialist		
• Contract Negotiator		
• Community Partners		
Unique Selling Points		
• Identify USPs in five categories		
Budget		
• Create and maintain a recruitment budget		
• Create and maintain a retention budget		

Our Team Action Plan - Marketing

Virtual Self-Assessment	Lead	Date
<ul style="list-style-type: none"> Review website as a recruitment tool 		
<ul style="list-style-type: none"> Review job postings 		
<ul style="list-style-type: none"> Assess and look for barriers within the application process 		
Job Ads		
<ul style="list-style-type: none"> Create a candidate-focused job ad template for each position 		
Social Media		
<ul style="list-style-type: none"> Review, establish, and maintain social media recruiting presence 		
<ul style="list-style-type: none"> Post job opportunities to social media 		
Sourcing		
<ul style="list-style-type: none"> Post jobs to job boards 		
<ul style="list-style-type: none"> Create, implement and maintain an employee referral program 		
<ul style="list-style-type: none"> Attend virtual job fairs 		
<ul style="list-style-type: none"> Establish and maintain relationships with health care training programs to develop a workforce pipeline 		

Our Team Action Plan - Matching & Committing, Retention

Interviewing	Lead	Date
• Establish scheduling process		
• Create interviewing team		
• Create interviewing process		
• Facilitate spouse/partner/family interview		
• Conduct virtual interview		
• Conduct in-person interview		
Negotiations		
• Negotiations lead		
• Prepare letter of intent or contract		
Retention Plan		
• Form retention committee made up of both leadership and staff		
• Establish orientation plan		
• Create 6 to 12 month onboarding plan		
• Conduct employee engagement surveys at least annually		
• Follow up to engagement surveys with action plan		
• Implement stay interviews, train supervisors on how to use, and update regularly		
• Coordinate and implement succession planning		
• Identify and implement work/life balance strategies		
• Review compensation surveys annually to ensure market value is being paid		
• Create Total Compensation Statements annually and share with employees		
• Identify key communication tactics for retention strategies and implement		

