Staff recruitment and selection

Eleventh week
Objectives:

• To examines **national and regional trends** for professional nurse staffing.
• To addresses the **preliminary staffing functions**, namely determining present and future staffing.
• To introduce to two employee indoctrination functions: **induction and orientation**.
• To identify the **management functions and leadership roles** inherent in these staffing responsibilities.

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Introduction

• Healthcare managers consider the importance of physical resources (technology, space), the financial resources, and the Human Resource.

• In the staffing process, the leader-manager recruits, selects, places, indoctrinates, and promotes personnel development to accomplish the goals of the organization.
• Staffing is an especially important phase of the management process because such organizations are usually labor intensive.

• Additionally, this large workforce must be composed of highly skilled, competent professionals to ensuring the accomplishment of the organizational goals.
Steps of staffing responsibilities

1. Determine the number and types of personnel needed
2. Recruit, interview, select, and assign personnel based on established job description.
3. Use organizational resources for induction and orientation.
4. Ensure that each employee is adequately socialized to organization values and unit norms.
5. Develop a program of staff education that will assist employees with meeting the goals of the organization.
6. Use creative and flexible scheduling based on patient care needs to increase productivity and retention
• Planning is a major leadership role in staffing and is often a neglected part of the staffing process.

• Consideration must be given to the type of patient care management used, the education and knowledge level of staff, budget constraints, and the diversity of the patient population to be served.
The Value of Diversity

• The manager should also be alert to the gender, culture, ethnicity, age, and language diversity in the communities.

• This valuing of diversity should become an integral part of the formal level of operations in the organization.
2- RECRUITMENT

• Recruitment: is the process of actively seeking out or attracting applicants for existing positions.

• In complex organizations, work must be accomplished by groups of people; wise managers, therefore, try to surround themselves with people of ability, motivation, and promise.
The Nurse Recruiter

- The manager may be greatly or minimally involved with recruiting, interviewing, and selecting personnel depending on:

1. the size of the institution.
2. the existence of a separate personnel department.
3. the presence of a nurse recruiter within the organization.
4. the use of centralized or decentralized nursing management.
THE INITIAL CONTACT

• Many prospective employees will make their first contact with an organization through the Human Resources Department or the recruiter.

• Generally, these employees are directed to complete an application and set up an appointment for an interview.
3- INTERVIEWING

• An interview may be defined as: *a verbal interaction between individuals for a particular purpose.*

• Although other tools, such as *testing and reference checks,* may be used, the interview is frequently accepted as the foundation for selecting people for positions.
Type of the Interviews

• The **Unstructured Interview** requires little planning because the goals for hiring may be unclear, questions are not prepared in advance, and often the interviewer does more talking than the applicant.

• The **Structured Interview** requires greater planning time because questions must be developed in advance that address the specific job requirements, information must be offered about the skills and qualities being sought.
Evidences about the Interviews

• The same interviewer will consistently rate the interviewee the same. Therefore, the intra-rater reliability is said to be high.

• If two different interviewers conduct unstructured interviews of the same applicant, their ratings will not be consistent.

• Inter-rater reliability is satisfactory if the interview is structured and the same format is used by both interviewers.
Cont.

• Even if the interview has reliability, it still may not be valid. **Validity** occurs when the interview measures what it is supposed to measure.

• High interview assessments are not related to subsequent high-level job performance.

• Validity increases when there is a team approach to the interview.

• The attitudes and biases of interviewers greatly influence how candidates are rated. Although steps can be taken to reduce subjectivity, it cannot be eliminated entirely.
Overcoming Interview Limitations

• Use a Team Approach
• Develop a Structured Interview Format for Each Job Classification.
• Use Scenarios to Determine Decision-making Ability.
• Conduct Multiple Interviews
• Provide Training in Effective Interviewing Techniques
Planning, Conducting, and Controlling the Interview

1. Introduce yourself and greet applicant.
2. Make a brief statement about the company and the available positions.
3. Ensure the position for which the person is applying.
4. Discuss the information on the application, and seek clarification as necessary.
5. Discuss employee qualifications, and proceed with the structured interview format.
6. If applicant appears qualified, discuss the company and the position further.
7. Explain the subsequent procedures for hiring, such as employment physicals and hiring date.
8. Terminate the interview.

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Methods that help reach the goals of the interview:

- Ask only job-related questions.
- Use open-ended questions that require more than a “yes” or “no” answer.
- Pause a few seconds after the applicant has seemingly finished before asking the next question.
- Return to topics later in the interview on which the applicant offered little information initially.
- Ask only one question at a time.
- Restate part of the applicant’s answer if you need elaboration.
- Ask questions clearly, but do not verbally or nonverbally indicate the correct answer.
- Always appear interested in what the applicant has to say.
- Language should be used that is appropriate for the applicant.

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Evaluation of the Interview

• Interviewers should plan post-interview time to evaluate the applicant’s interview performance.

• Interview notes are often taken in short-hand and may be difficult to read later.

• To avoid this problem, notes should be reviewed as soon as possible and necessary points clarified or amplified.

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Tips for the Interviewee

1. Prepare in advance for the interview.
2. Obtain copies of the philosophy and organization chart.
3. Schedule an appointment for the interview.
4. Dress professionally and conservatively.
5. Practice responses to potential interview questions in advance.
6. Arrive early on the day of the interview.
7. Greet the interviewer formally and do not sit down before he or she does, unless given permission to do so.
8. Shake the interviewer’s hand upon entering the room and smile.
9. During the interview, sit quietly, be attentive, and take notes only if absolutely necessary.
10. Do not chew gum, fidget, slouch, or play with your hair, keys, or writing pen.
11. Ask appropriate questions about the organization or the specific job for which you are applying.
12. Avoid a “what can you do for me?” approach and focus instead on whether your unique talents and interests are a fit with the organization.
13. Answer interview questions as honestly and confidently as possible.
14. Shake the interviewer’s hand at the close of the interview and thank him or her for his or her time.
15. Send a brief, typed thank-you note to the interviewer within 24 hours of the interview.
Sample on structured interview

• Specific Questions for RNs
  • What do you like most about nursing?
  • What do you like least about nursing?
  • What is your philosophy of nursing?

• Personal Characteristics
  • Which personal characteristics are your greatest assets?
  • Which personal characteristics cause you the most difficulty?
• Professional Goals
• What are your career goals?
• Where do you see yourself 10 years from now?

• Contributions to Organization
• What can you offer this company?

• Questions from Interviewee
• What questions do you have about the organization?
• What questions do you have about the position?
• What other questions do you have?
4- SELECTION

• Selection is the process of choosing from among applicants the best-qualified individual or individuals for a particular job or position.

• The selection process involves verifying the applicant’s qualifications, checking his or her work history, and deciding if a good match exists between the applicant’s qualifications and the organization’s expectations.
Selection includes

- Educational and Credential Requirements
- Reference Checks
- Preemployment Testing
- Physical Examination
- Making the selection
- Finalizing the Selection

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The selection process

1. Preliminary interview
2. Receiving applications
3. Screening of applications
4. Employment test
5. Employment interview
6. Checking references
7. Physical examination
8. Final selection
5- PLACEMENT

• The smart leader is able to assign a new employee to a position within his or her sphere of authority where the employee will have a reasonable chance for success.

• Frequently, new-comers suffer feelings of failure because of inappropriate placement within the organization.

• Conversely, proper placement fosters personal growth, provides a motivating climate for the employee, maximizes productivity, and increases the probability that organizational goals will be met.
6- Indoctrination

• Indoctrination, as a management function, refers to the planned, guided adjustment of an employee to the organization and the work environment.

• Indoctrination process includes three separate phases: induction, orientation, and socialization.
Induction

• The induction process: includes all activities that educate the new employee about the organization and employment and personnel policies and procedures.

• Employee handbooks, an important part of induction, are usually developed by the personnel department.
Orientation

• Induction provides the employee with general information about the organization, whereas orientation activities are more specific for the position.

• The first phase: could be conducted by the hospital’s personnel department.

• The second phase: could take place in the staff development department.

• The third phase: would be the individual orientation for each department.
6- Retention

• Retention is, and it only occurs when the organization is able to create a work environment that makes staff want to stay.

• Turnover infuses the organization with fresh ideas. It also reduces the probability of “group think,”.

• However, excessive or unnecessary turnover reduces the ability of the organization to produce its end-product and is expensive.
Magnet Hospitals

- Magnet status is an award given by the American Nurses' Credentialing Center (ANCC), to hospitals that satisfy a set of criteria designed to measure the strength and quality of their nursing.

- A Magnet hospital is stated to be one where:
  1. nursing delivers excellent patient outcomes,
  2. where nurses have a high level of job satisfaction,
  3. and where there is a low staff nurse turnover rate and appropriate grievance resolution.