

## Best Practices for Attracting and Retaining Needed Workforce

(Adapted from “Make Your Organization Magnetic: Best practices for attracting and keeping the workforce you need” Advisory Board, HR Advancement Centers, at this website:

[www.advisory.com/hrac/2017/magnetic.org](http://www.advisory.com/hrac/2017/magnetic.org))

Make applying very easy by personalizing job postings and giving on demand access to recruiters (externally hired recruiters or in-house recruiters).

Clearly identify top candidate prospects for hiring managers by:

- Developing the ideal candidate profile by having managers help recruiters understand the position(s) and key important qualifications.
- Screen candidates for more than just technical skills.
- Stratify ‘first choice’ and ‘runner-up’ candidates.

Assure managers can quickly decide which candidate to hire and ‘close the deal’ which may require:

- Fast track interviews for highly qualified candidates.
- Manager’s clear understanding of or a listing of organizational strengths when promoting the organization to the candidate.
- Assuring managers have the ability or authority to make the employment offer.

Outreach or court passive talent for possible future employment:

- Offer professional development to potential candidates without any expectations in return on candidate’s part.
- Use an employee referral program with an incentive for current employees who are successful in bringing in new employees to the organization.
- Research and recruit from under-tapped candidate pools.

Support the new employee’s ability to manage their workload:

- To assure a successful first year of employment, designate a mentor to work directly with the new employee and help them with the emotional demands of the job, as well as, understanding the organizational culture, patients, and work processes and procedures.
- Compare new employee’s perception of their performance with the managers perception.

Build short-term job growth into entry-level positions:

- Use objective criteria to construct career ladders for those early in their tenure.
- Encourage or promote lateral job transitions into needed positions of greater responsibility.
- Use tuition assistance as an incentive to promote from within to in-demand positions.

Recognize and reward at risk top performers.

Help managers recognize those employees who are at risk of leaving the organization:

- Managers should check-in with new employees at 30, 60, and 90 days after employment.

Communicate to new employees who are at risk of leaving to try and keep them with the organization:

- Ask employee the reasons for leaving and attempt to reverse their decision.
- Conduct exit interviews with departing employees and with full-time employees who are going part-time.
- Keep in touch with departed employees.