

Back to Basics....
Focusing on Talent Acquisition for today and
tomorrow

Courtney Brown

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Agenda

- Keys to Recruitment
- Penn Medicine approach
- Strategic Shift
- Investing in Talent Acquisition
- Q & A

Keys to Recruitment

Why are the most successful companies...successful?

They have the right people in the right jobs.

How do you find the right talent and get them in the right jobs?

Selection

Development

Engagement

Selecting the “Right” talent

“Healthcare is different!”

“My agency costs are up, I need this job filled now!”

“My patient ratios are up, I need this job filled now!”

“I am going to have to close beds...I need this job filed now!”

Selecting the “Right” talent

What is the most widely used selection tool companies use?

The Interview

What is the least accurate selection tool companies use?

The Interview

The Interview

Top 4 questions asked

1. Tell me about yourself
2. What are your strengths?
3. What is your greatest weakness?
4. Where do you want to be in 5 years

Typical Hiring manager interview:

Tells the candidate about the job

Tells them what he/she is looking for

Asks the candidate if they have those skills

DOWN HILL FROM HERE.....

Poor Odds with High Stakes

Most hiring managers make their selection decision within the first **3** minutes of the interview (Source Harvard Study)

More than **75%** of turnover can be traced back to poor interviewing and hiring practices (Source Harvard Study)

The best predictor of future performance is **Past Performance.**

Using behavioral based interview questions and other assessment tools can improve the accuracy of selecting the best candidates by as much as **500%**. (Source The Advisory Board)

Development

Highly talented individuals seek challenging assignments and seek developmental opportunities.

Invest in employees by providing them with learning opportunities and the tools they need to succeed.

Reward employees for work well done.

Engagement

- Engagement is different than satisfaction.
- **How do you measure Employee engagement?**

Surveying

No right or wrong time

Make sure it is not too early or too late

Don't over survey

Be prepared to take action

Communication

Talk to your peers and your staff

The 12 Elements of Great Managing

12 Statements from Gallup research that best predict employee and workgroup performance:

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission or purpose of my company makes me feel my job is important.
- My associates or fellow employees are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- This last year I have had opportunities at work to learn and grow. (Source, Gallup)

Case Study: Penn Medicine

- Status quo
- Getting the people on board
- Pockets where turnover was high; Patient Satisfaction Was low
- **High growth to achieve**
- Confusing Employer Brand – UPHS vs. Penn/School of Medicine vs. HUP vs. Penn Presbyterian vs. PA Hospital
- Transactional Recruiting (order takers – re-active)
- Filling requisition (warm bodies)

We had no strategy, no consistent processes in place to measure success or failure

Traditional Recruitment plan

- Print based
- Stress great place to work – no differentiator from competition
- “laundry list” ads
- Recruitment relationship didn’t go beyond the hiring manager – i.e. no thought given to overall recruitment strategy and organizational planning/get the body in the seat.
- “We’ve always done it this way” attitude
- Quantity of resumes vs. quality (lack of assessment tools)
- Limited partnership between recruiter and hiring manager

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CURRENT STATE

Recruiters focused on transactional hiring; “order takers”

Each entity has their own process flow and different parties accountable for each step

Reporting metrics not properly aligned to manage recruiter productivity and hiring trends

Minimal pre-screening of candidates prior to presenting to hiring manager for review

Inconsistent approach to reference checking and pre-employment assessment

OPTIMAL STATE

Recruiters are consultative in their approach to hiring and manage the recruiting strategy and execution

Streamlined system wide process with clearly defined steps and key stakeholder accountabilities

Recruiter scorecard that provides indicators of productivity and quality of candidate hires

Each candidate is pre-screened telephonically, and top candidates are sent to client for review

Use of Skill Survey & HSI for consistent approach to reference checking, pre-employment assessment and passive candidate development

Penn Medicine Solution – Strategic Talent Acquisition vs. “Staffing”

- Centralize processes, policies and technologies that support the decentralized business units
- Develop employee value proposition, employer branding, market differentiator
- Talent Acquisition has a seat at the table:
 - Nursing leadership council*
 - Shared Governance*
 - Senior Staff meeting*
 - Divisional Leadership Group meetings*
- Treat talent acquisition as an improvement initiative, not an overhead expense
- Strategic Talent Acquisition = employee development and retention

Today's economy

The Economy

- In a down economy (cutting expenses), “Don't you want to make sure that you have top talent?”

Average Performer vs. High Performer

- Average Performer gets the job done...*most of the time*
- High Performer consistently delivers, looks for more exposure, opportunity

Stability

- Talent Acquisition becomes a strategic function that can operate in any economy

Investing in Talent Acquisition



Tools we have leveraged:
ATS Deployment
Branding/Marketing
CRM Tools/Pipeline Management
•HSI
SkillSurvey

Tools

- **New ATS**-People Click
- **New marketing campaign** “Your life is worth Penn Medicine”
- **CRM** -building the pipeline, communication tool
- **H S I** - On line Health care survey
- **Skill Survey** - on line reference checking tool that is administered to final slate of candidates to help final selection

Metrics

***Changes from FY 06-FY09**

*(July 1-June 30)

- Advertising dollars fell 35% but yielded 17% more recruits.
- turnover declined from 12.6% to 8.8%
- RN vacancy rates dropped from 6.8% to 2.3%
- Experienced nurse hires increased 11%
- First year turnover decreased from 25.7% to 13.2%

Summary

Good economy, poor economy.....

- Companies of all industries are increasingly focused on talent acquisition recognizing that they cannot operate effectively or grow without the right talent.
- The Talent Acquisition function should be one regardless of design that focuses on selecting, developing and retaining top talent.