

Recruitment Plan FY 2014

We are prepared to meet the goal of reducing vacancies through effective recruitment and retention practices. The following plan outlines the preparation, activities and measurements that support our efforts.

This plan is designed to maximize the use of the marketing, advertising and training support offered by IHS Headquarters and, where appropriate, has been customized to reflect needs as they apply financially and logistically. It is divided into the following sections:

SECTION 1: TEAM AND TEAM ASSIGNMENTS

SECTION 2: BUILDING SUPPORT AND MOMENTUM

SECTION 3: BENCHMARKING AND INFORMATION GATHERING

**SECTION 4: LEVERAGING NATIONAL MARKETING AND
ADVERTISING ACTIVITIES**

SECTION 5: USING COMPENSATION AND STUDENT TOOLS

SECTION 6: TURNING QUALIFIED INQUIRIES INTO NEW EMPLOYEES

SECTION 7: RETENTION ACTIVITIES

SECTION 8: MEASURING PERFORMANCE AND PLAN ADJUSTMENT

APPENDIX

Position Report(s)

Recruitment Best Practices

Retention Best Practices

Recruitment Plan FY 2014

SECTION 1: TEAM AND TEAM ASSIGNMENTS

To develop a well-coordinated team, instill a “team spirit” approach and ensure success, we have appointed qualified people to key positions in this effort. Further, this team will execute internal outreach to ensure that everyone who works here knows they play an active part in our recruitment and retention success.

The Team

The _____ coordinates and leads the effort and is most familiar with marketing materials available through the IHS Recruitment Materials Fulfillment Online System. He or she ensures those materials are made available to everyone on the team and that each team member is knowledgeable about the content.

Name:

Contact Information:

Responsibilities: Leads the planning and execution of all activities described in this recruitment plan.

As inquiries and/or applications are received, they are routed to the following health discipline professional for follow-up. The health professional will respond to the inquiry within 24 hours of receipt by phone, email or online submission:

- Physicians:

- Physician Assistants:

- Nurses:

- Dentists:

- Pharmacists:

- Other:

Media Lead:

The media lead ensures that we monitor information posted or reported about our program on a _____ basis in order to manage all content that is generated and ultimately seen by professionals who are considering employment here.

We do do not have a public affairs person.

We have have not appointed a public affairs person as the media lead and do do not work closely with public affairs on all media efforts.

Social Networker:

Successful social networking is critical to ensuring that appropriate and positive information is available through customary search engines and social media to those who investigate the Area/local facility as a prospective employer. The _____ is responsible for suggesting and/or approving information that is posted on social networks, as well as determining appropriate responses to social network invitations (LinkedIn, Facebook, Twitter, etc.). The social networker is responsible for posting, editing, removing and responding to content based on input from the _____ :

Community Liaison:

Tribal Liaison:

We know that successful recruitment and retention are dependent upon interface with the community at large and in several ways. Our community and Tribal liaisons are responsible for maintaining good relationships with key people in the community, including (but not limited to) ministers, political leaders, school officials, Tribal leaders and business people. These relationships ensure that we are invited to participate and engage in all opportunities to promote the physical, mental and spiritual health of our program. They also support the successful community integration of our employees who move here for the express purpose of working with us.

SECTION 2: BUILDING SUPPORT AND MOMENTUM

To ensure a consistent effort across our program, we conducted internal outreach via

to promote the focus on recruitment and retention, inform all staff on how they could assist the effort and distribute informational materials to keep all staff fully and accurately informed. We included handouts with key website and social media addresses and encouraged all to distribute this information via their own social networks to more fully develop our recruitment and retention outreach efforts.

SECTION 3: BENCHMARKING AND INFORMATION GATHERING

To ensure an accurate starting point to measure this information, we used the most recently available data via the IHS Position Report/IHS Jobs Report and we have identified all positions as:

1. Available
2. Available and funded
3. Available, funded and filled
4. All open positions, prioritized based on current needs

Submitting all vacancy information to human resources.

For purposes of defining our success in reducing turnover (retention) we have:

- a) Read, distributed and conducted internal training on the Retention Best Practices included in the Appendix of this plan.
- b) Conducted pre-exit interviews to resolve any issues that could result in the retention of departing staff.
- c) Conducted exit interviews to obtain input/feedback on the employee's experience to use in future planning purposes.
- d) Use information gathered in exit interviews in our quality improvement activities.

SECTION 4: LEVERAGING NATIONAL MARKETING AND ADVERTISING ACTIVITIES

Using the IHS Online Materials Ordering System, we have assembled _____ each of:

- Recruitment Pocket Folder/Slipsheets
- Loan Repayment Program Pocket Folder/Slipsheets
- Scholarship Pocket Folder/Slipsheets
- Retention Materials and Templates that Focus on Recruitment
- Other

We do do not organize and execute locally funded advertising efforts (national, regional and local).

Planned Activities

We participate in HQ, university, health professions institutions, Urban, community and other sponsored hiring activities as logistics, personnel and travel funding (if required) allow, including:

Communication Plan

We understand that national-level advertising develops significant inquiries about employment. When those inquiries reach us, we:

To keep the channels of communication and follow-up open, we participate in IHS Monthly Recruiter Calls and communicate at least _____ via phone and/or email with key recruitment personnel in Rockville.

Defining Our Unique Offerings

When developing a site profile or other information such as editorial stories, ads, online and social media posts, we highlight the following information about our program:

Differentiation Statement

This information is used:

- In our media outreach
- In social media postings
- In individualized outreach communications (letters in response to inquiries, welcome packages, etc.)
- Other

Media Relationship Development

Social Media Plan

We _____ a LinkedIn, Facebook (or other) social network profile. Our Social Networker will spend 30 – 45 minutes daily:

- Linking/updating posts and links with Tribal groups.
- Preparing content for approval to post.
- Developing suggested organizations and/or people who may be good connections to develop.
- Obtaining information from others in the organization to post (photos, stories, etc.).
- Posting and/or linking with other people or organizations that have been approved for developing as links/connections.
- Reviewing invitations and/or posts to our sites and bringing to the Media Coordinator's attention any content that requires action, including positive or negative posts that require response or removal.
- Capturing and routing information for follow-up of inquiries from prospective employees or media.

SECTION 5: USING COMPENSATION, LOAN REPAYMENT AND STUDENT TOOLS

Our recruitment effort includes the following activities that use compensation, customization options and student opportunities:

Yes No Participate in IHS-sponsored Extern/COSTEP and other student programs.

Yes No Locally host qualified students/residents annually.

Yes No Contact successful residents to discuss permanent employment.

Yes No Leverage use of LRP in recruitment activities.

Yes No Leverage the use of the locally funded Supplemental LRP in recruitment activities.

Yes No Leverage the use of IHS Scholarship in recruitment activities.

Yes No Leverage the use of HRSA workforce development programs such as the National Health Service Corps (NHSC) Nursing Education Loan Repayment and Scholarship programs in recruitment activities.

Yes No Use Title 38 authority to create attractive compensation packages.

SECTION 6: TURNING QUALIFIED INQUIRIES INTO NEW EMPLOYEES

We use the following Best Practices to successfully “onboard” new employees:

1. Care and Feeding of Inquiries

Yes No Ensure that every qualified prospect communication, whether via phone, email or in-person, is addressed within 24 hours of the initial inquiry.

Follow up generally occurs

Yes No Assist qualified prospects through some steps of the federal application process.

Plan to begin

Yes No Assist qualified prospects through all steps of the federal application process and through the processing period until a hire/no-hire outcome is resolved.

Plan to begin

Yes No Direct qualified prospects who are more interested in direct Tribal hire than a federal career path to appropriate health programs.

Plan to begin

2. Onboarding New Employees

- Yes No Send a pre-arrival welcome letter with pertinent facility and community information to the new employee.

Plan to begin

- Yes No Assign a staff member with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.

Plan to begin

- Yes No Prepare the new employee's work area with all necessary equipment and office supplies prior to arrival.

Plan to begin

- Yes No Prepare an agenda for the new employee's first week of activities.

Plan to begin

- Yes No Send an introductory email to all staff announcing the new employee's arrival, function and location.

Plan to begin

- Yes No Prepare an agenda for the new employee's first week of activities.

Plan to begin

- Yes No Pre-schedule an appointment for the new employee to meet with an HR representative.

Plan to begin

3. Cultural Transition and Orientation

- Yes No Use a transition/mentor program to ensure that new employees have a “go to” person in the facility and a representative from the local community to assist in cultural and community orientation and integration.

Plan to begin

SECTION 7: RETENTION ACTIVITIES

- Yes No Schedule a one-on-one meeting for the new employee with the facility CEO, administrator or other appropriate leadership within the first week of arrival.

Plan to begin

- Yes No Introduce the new employee to coworkers and his or her mentor; review all facility amenities, including the supply rooms, break rooms, conference rooms, bath rooms, parking, etc.; and explain how to work all Area functions, including phone and computer setup (sign-on, sign-off, passwords, etc.).

Plan to begin

- Yes No Ensure that within the first week of employment, we have reviewed with the new employee an overview or orientation of training and development activities and opportunities; set performance expectations; and answered any new employee questions that have not yet been addressed.

Plan to begin

- Yes No During the first six months of employment, ensure that we have conducted a six-month anniversary review meeting to provide employee feedback and obtain input from the new employee.

Plan to begin

Yes No Conduct exit interviews with employees who are leaving in order to gain valuable input that can lead to recruitment and retention improvements.

Plan to begin

Yes No Use exit interview information to amend activities and planning on a bi-annual or annual basis.

Plan to begin

SECTION 8: MEASURING PERFORMANCE AND PLAN ADJUSTMENT

We consistently monitor performance of this plan by conducting the following activities:

Enter data into position reports at least monthly for (check box next to all that apply):

Physicians

Nurses

Physician Assistants

Dentists

Pharmacists

Other

Yes No Participate in monthly recruiter calls.

Yes No Submit and update information to regional HR centers regularly and consistently (within _____ days of a new position availability).

Yes No Update HPSA scores.

Yes No Maintain a monthly update of the vacancy list and position reports.

Yes No Annually adjust activities based on annual performance.

APPENDIX

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