



# Recruiting through the Great Resignation: Best Practices from Private Sector Recruiting

- Health Care Industry
- Sense of Urgency and Bias for Action
- Team Effort/ Competitive/Shared Learning
- Partnership with HMs, Business Partners and Community
- Recruitment Tools for Sourcing
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- Building Pipelines
- Getting Hires
- **Recruiter Lunch and Learn Series:**
  - Part 1 - November 23, noon to 1
  - Part 2 - December 7, noon to 1

## Recruiting through the Great Resignation: Best Practices from Private Sector Recruiting

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Anthony Klotz (Associate Professor, Mays Business School, coined the term "Great Resignation" and believes the rise of hybrid and remote work helped cause the phenomenon. "How we spent our time before the pandemic may not be how we want to spend our time after," says Klotz. – LinkedIn News

According to the U.S. Bureau of Labor Statistics, 4 million Americans quit their jobs in July 2021. Resignations peaked in April and have remained abnormally high for the last several months, with a record-breaking 10.9 million open jobs at the end of July.

"Some good reasons for leaving a job include company downturn, acquisition, merger or restructuring as well as the desire for change — be it advancement, industry, environment, leadership or compensation. Family circumstances may also be a factor. Deciding to leave a job is a tough decision." SNHU – Southern New Hampshire University.

Employers are struggling for applicants everywhere, not only in state government. That's why you're seeing high sign on bonuses in the healthcare industry. It's a sign of desperation. The higher the amount, the more desperate they are. I know, I've probably written over a million dollars in sign-on's over the past five years. Cautionary note: They all have strings attached.

It can be a good or bad time for recruiters because job seekers have plenty of options. How to address this? I was asked to share some best practices from private sector healthcare recruiting. Healthcare is fast paced, high volume and seemed to only have hard to fill jobs. I don't believe in one size fits all but there are good takeaways. In a nutshell, it's all about a sense of urgency, proactive outreach, building candidate pipelines, and getting hires. This all doesn't happen without investment in recruitment and constant recruiter development.

- **In the Healthcare space, there are some best practices that government recruitment can benefit from.** I'll be sharing some highlights of what I'll be presenting for recruiters at lunch & learns on the dates provided. If you feel your recruitment staff will benefit, please encourage them to attend.
- **Health Care Industry** – When I joined a growing healthcare system in 2016 it was common to have over 100 requisitions per recruiter. The organization had ten hospitals, over 165 clinics (traditional, specialty and urgent care), Off Campus Emergency Depts., Enterprise IS&T, and operational support. There were also 26 different union contracts to contend with. While there I recruited primarily for pediatric, specialty and family clinics, surgical services, IS&T, and other incidental business units like PMO,

Performance Analytics, Service Excellence, labs, Indigo Urgent Care start-ups, a few management and leadership one-offs and a couple of acquisitions.

- **Sense of Urgency and Bias for Action** – Recruiting and hiring in the healthcare space required a mindset for a sense of urgency and bias for action. If positions don't get filled, clinics could close due to understaffing; it happens. Surgical services might have to limit procedures for the same reason. Recruiters, managers, and candidates communicate with each other and act ASAP. Not taking immediate action on a hire, could mean losing a candidate to the competition and losing revenue for the company.
- **Team Effort/ Competitive/ Shared Learning** – On the healthcare recruitment team no one wanted you to fail. New recruiters are assigned a mentor and would work with every member on the team and learn different styles of recruiting. Senior recruiters shared their knowledge and tips on getting the job done efficiently and successfully. It's all about improving your team members and helping them get the hire. Recruiters were competitive and collaborative at the same time. In this team model candidates are shared but no hires stolen from each other. Team meetings consisted of training or recruiter case studies in what went wrong or right in various situations. The entire point was to make recruiters better. You're only as strong as your weakest link.
- **Partnership with HMs, Business Partners and Community** – This organization had about 18,000+ FTE. Working with hiring managers was a priority. It was also important to work in collaboration with Class and Comp, Total Rewards, Employee Relations, Benefits, in some cases Leadership Development. To be successful, a recruiter needed to establish partnerships outside of the system to get dibs on good candidates. Outside partners were a source of a steady flow of candidates. In some cases, that meant community and technical colleges, vocational schools, public and private universities, veteran service organizations and so on. When I supported hospital labs, I had connections with phlebotomy instructors who steadily referred certified candidates every quarter.
- **Recruitment Tools for Sourcing** – In the private sector it's not all about posting jobs. It's more about recruiters sharing opportunities with their network. Recruiters primarily used these platforms: LinkedIn, Indeed, the ATS, Dice or other specialty sites that matched their portfolio. When I supported Information Services and Technology for the enterprise, I had a user license to Dice (a job site for IT professionals). It was a pricey investment for the company, but they didn't blink when I asked for it. Recruiters were also trained to use various candidate search or sourcing methods. They used Boolean methods to search social media and other sites like Twitter, Facebook, GitHub, Zoominfo, Google, Doximity, association and certification sites.

**This was most important**, finding qualified candidates and connecting with them. It was the foundation for what got positions filled. "Lunch and Learns" on identified dates below will focus on this.

- High Touch Candidate Experience** – In my private sector company candidates would almost always speak to a recruiter, especially for the hard to fill positions. In those cases, they would speak to a recruiter more than a few times. We can all agree that changing employers is not an easy decision. It can be a pivotal moment in someone’s life. There’s a lot of fear about the unknowns when changing jobs. Recruiters need to address those unknowns with candidates. I often explained how the hiring process worked. In many cases, addressing concerns and reassuring the candidate that they were making a good decision. I’d send them email telling them I look forward to meeting them at New Employee Orientation. I provided information on benefits, tuition reimbursement, how PTO is earned, pay dates, holidays, parking, or what to expect at NEO. Holding their hand along the process set up a good experience for new hires and enhanced the company brand at the same time. Keeping candidates engaged really helps prevent them from “ghosting” the recruiter.
- Building Pipelines** – Recruiters already have a basic candidate pipeline in their ATS (NeoGov in this case). The objective of private sector recruiters was to build a pipeline of qualified candidates and get the hire. Strong candidates are like gold. A recruiter would save contact information and engage with the candidate periodically for future opportunities. The mindset of recruiters I’ve worked with was to hire that candidate before the competition does. Getting a hire is the one metric that really drives the process. It’s a source of motivation and excitement.
- Getting Hires** – It all boils down to this. It was the number one priority for recruiters and hiring managers. In team meetings recruiters were motivated by recognition for the number of hires made. They also celebrated hires for positions that were hard to fill. When a recruiter was recognized for filling a tough position, they would be asked how they did it? This way, the rest of the team learns.
- Much more will be presented at the lunch and learns below.** I’ve seen on both sides of recruitment (public and private sector) and my hope is that sharing this information will help. Also, check out this LinkedIn article: [Government Recruiter Game Plan: How Public Sector Recruiters Can Get More Qualified Candidates.](#)
- Recruiter Lunch and Learn: 11/23/2021 and 12/7/2021**

Register in advance for this meeting:

Part 1:	<a href="https://us02web.zoom.us/meeting/register/tZckdOmpqjsvGdNVLtFl7QYi8uix26C2u7ap">https://us02web.zoom.us/meeting/register/tZckdOmpqjsvGdNVLtFl7QYi8uix26C2u7ap</a>
Part 2:	<a href="https://us02web.zoom.us/meeting/register/tZYucOmtrDwrEtDoeBONEmI7GRxV56fZOxqP">https://us02web.zoom.us/meeting/register/tZYucOmtrDwrEtDoeBONEmI7GRxV56fZOxqP</a>