

Hiring the Right People

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Abstract: *Recruitment plays a vital role in the progress of an organization. Multiple essential steps are involved in the recruitment process for hiring appropriate employees in organization. This review reveals four major steps of crafting job descriptions, creating applicant pool, interviewing applicants and selecting employees in the recruitment process necessary in the public and private sector hospitals.*

Keywords: Recruitment, Recruitment process, Hiring in hospitals.

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1. Recruitment – as a whole

Recruitment is a method to build an applicant pool and select the best matched employee (Sullivan & Decker, 2000) according to the values, mission and vision of an organization (Christmas, 2007). It is considered a key step in development of an organization as the cost of hiring inappropriate personnel costs double the annual salary of hiring an employee (Scully, 2011) in the organization. Incorrect decisions of hiring in hospitals could lead to sentinel events, conflicts, less productivity (Scully, 2011) and compromised patient care. Hiring of efficient and well qualified Nursing staff is a combined function of both Nurse Managers and Human Resource (HR) Department (Christmas, 2007). The HR Department and Nurse Managers jointly formulate job descriptions (Sullivan & Decker, 2000), scrutinize applications (Clinical Trial Administrator, 2007) and select appropriate employees. This review paper will examine the recruitment process essential for the hospitals.

2. Crafting Job Descriptions

First, on assessing organization's vacancies; formulation of job descriptions, skills requirements, behavioral obligations and work outcomes should be designed by Nurse Managers in coherence with HR department managers (Sullivan & Decker, 2000). This step is important as it signifies key indicators of a job, assists an applicant to associate themselves with the organization, and create an image of the organization. The procedure of job description involves clarifying requirement of educational qualifications, team building skills, communication skills, problem solving skills (Bryen, 2007), managerial skills (Zupko, 2009), nice attitude (Levoy, 2011) and use of technologies (Bryen, 2007) to employees. These components are central to describe the vision of the organization to applicants. Since it is a joint venture, nurse managers recognize work of employees while Human Resource managers decide organizational commitment.

3. Creating Applicant Pool

Organizations advertise their vacant positions via websites, newspapers, blogs and the applicants apply in required

manner (Gautam, 2005). Hospital's pool of applicants includes

- those which are already working in the organization on parallel posts,
- those who are not working in the organization (Sullivan & Decker, 2000), and
- Employee referrals from existing employees (Maxwell, 2004).

Moreover, hospitals also have choice to recruit their nursing students as they are familiar with the functioning of the organization and can easily adjust in the environment (Maxwell, 2004). Along with this, many organizations also receive applications from their former employees (Maxwell, June 2004) which could assist HR department in easy scrutiny due to familiarity with the employee. Thus a versatile pool of applicants allows an organization to select the most appropriate employee for the organization.

4. Interviewing Applicants

Third step in recruitment procedure is interviewing the applicants. Interview is an interaction between an employer and employee to discuss the details of job, to understand the organization and to assess the applicant's qualification for the position (Sullivan & Decker, 2000). It is a vital step in employee hiring as it provides the employer a chance to evaluate the applicant on the basis of the organization vision. According to Scully (2011), interview questions should not revolve around the resume' and the cover letter of the applicant but it should assess the personality and skills of an applicant. The interview should begin by comforting the interviewee to create a rapport of the organization which in consequence allows the interviewer to extract maximum data from the interviewee (Scully, 2011). An effective interview comprises of open ended questions for candidate to explicitly voice their opinions and values (Sullivan & Decker, 2000). Furthermore, various question formats have been identified to be undertaken during an interview for improved decisions and interview control. These formats include:

- Past performance for judging the analytical attribute of the candidate,
- Negative balance to allow the applicant to openly present their views,

- Judgment call where the interviewer investigates the decision making ability of the applicant, and
- Mirror Statements amplify candidate's personality.

Apart from qualifications and achievements, interviews also provide a forum for behavioral assessment of applicants including their communication skills, energy levels (Levoy, 2011), competitive attitude (Levoy, 2011) and reflective attributes (Levoy, 2011). Moreover, Nurse Managers could prepare for interviews by orienting themselves to the applicant's resume' and making notes of specific questions (Sullivan & Decker, 2000). This is indicated as it allows the screening of application in the third step and prevents the recruiters from engaging into long interviews of mismatch applicants (Sullivan & Decker, 2000). To add on, Hospital Access Management (2007) suggests that interviews should be taken place on two different days as it provides an employer the opportunity to critically analyze the applicant behavior.

5. Selecting Employee

The last step involves selection of employees from the short – list of interview process. It depends on the interviewer reliable and valid decision making (Sullivan & Decker, 2000). The judgment should be based upon whether the employee fits appropriately into the job descriptions (Clinical Trial Administrator, 2007), designed at the earlier stage of the recruitment process. This is essential, as otherwise; a mismatch could lead to high cost liability on an organization (Scully, 2011). Moreover, behavioral characteristics of team work (Clinical Trial Administrator, 2007), assertiveness, compassion (Levoy, 2011), kind heart (Levoy, 2011) should also be undertaken. Zupko (2009) focuses on the background check of the selected aspirants as it contributes in discovering forged credentials, applicants involved in criminal activities and employment discrepancy not revealed in the resume'. Furthermore, nurse managers should also focus on the intuitive feelings about an applicant as it is helpful in hiring the right person for the organization (Hospital Access Management, 2007). The selection process could be conducted keeping the moral values of justice and fairness in the process frame (Kanerva, Lammintakanen & Kivinen, 2010). This is significant in creating a rapport of the organization and welcoming the rejected applicants to reapply (Kanerva et al., 2010). The selection process is a joint endeavor of nursing department and human resource department and requires a thorough analysis of the applicants keeping the values and morals of an organization into consideration.

6. Conclusion

Nursing staff recruitment is a fundamental step in an organization as it is the backbone of the functioning of a hospital. The selection of the frontline nurses should be done strictly in order to provide a higher level of patient care and improve quality of service in an organization. A systematic approach of creating job responsibilities, publishing job vacancies, creating an applicant pool and interviewing can assist hospitals in recruiting committed, devoted and enthusiastic nursing staff for quality care of patients.

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