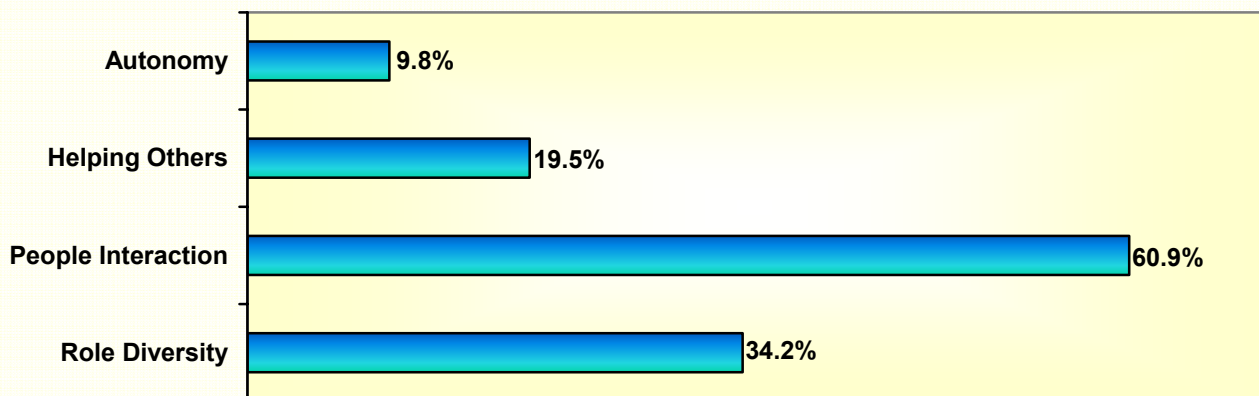


## Do Human Resource Professionals Feel Valued?

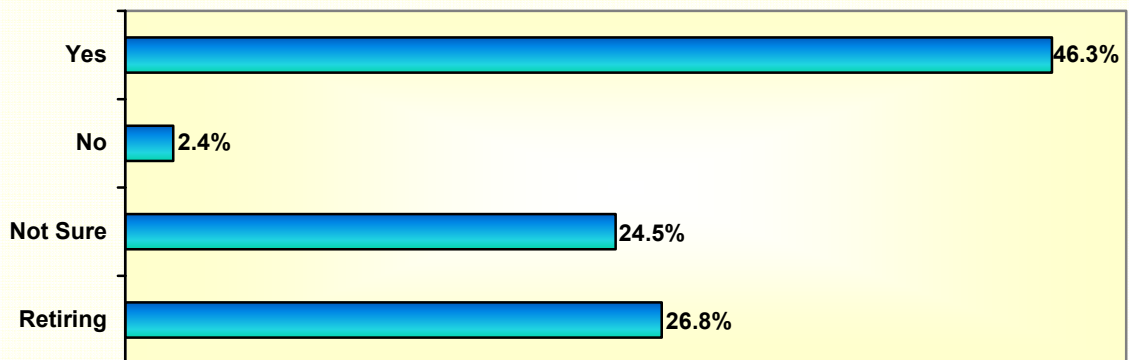
Human Resource Departments are responsible for a variety of functions including organizational development, recruitment, employee compensation and benefits, employee relations, training and development, health and safety compliance, regulatory compliance, labor relations, and the list could go on. Are these Human Resource professionals truly appreciated for their role in the organization, and do they feel valued by their superiors and by the employees they serve?

**RadSciences Group** recently conducted a survey to gather opinions of these professionals regarding their views on the HR profession, recruitment strategies and the demands of their jobs. The following survey was conducted in the month of April 2005, and all respondents were contacted at random. This group of respondents is composed of Human Resource specialists including Directors, Managers and Recruiters employed at both rural and urban hospitals in the Southwest Region. In order to generate multiple responses and not to restrict or limit responses, all questions are intended to be open ended.

### 1. What do you enjoy most about your job? (multiple responses possible)



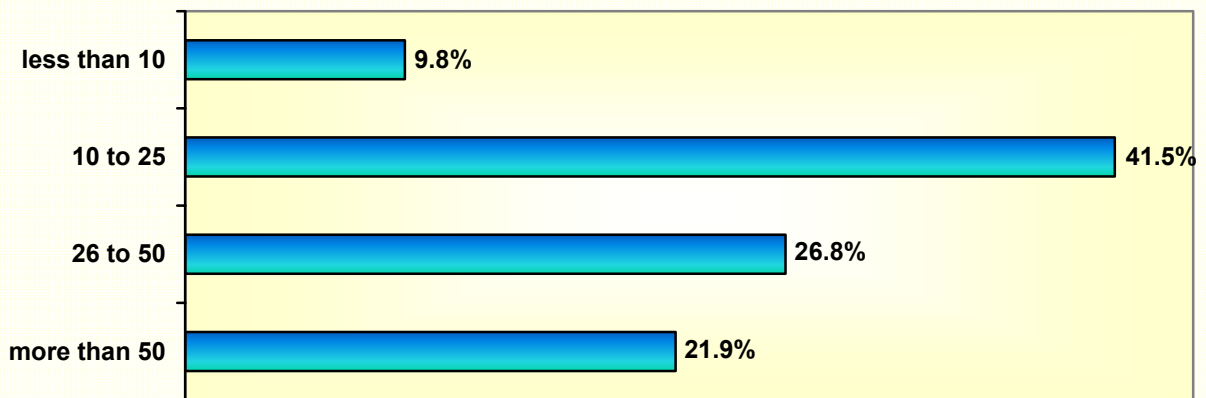
### 2. Looking forward in your career, do you see yourself in the HR field 10 years from now?



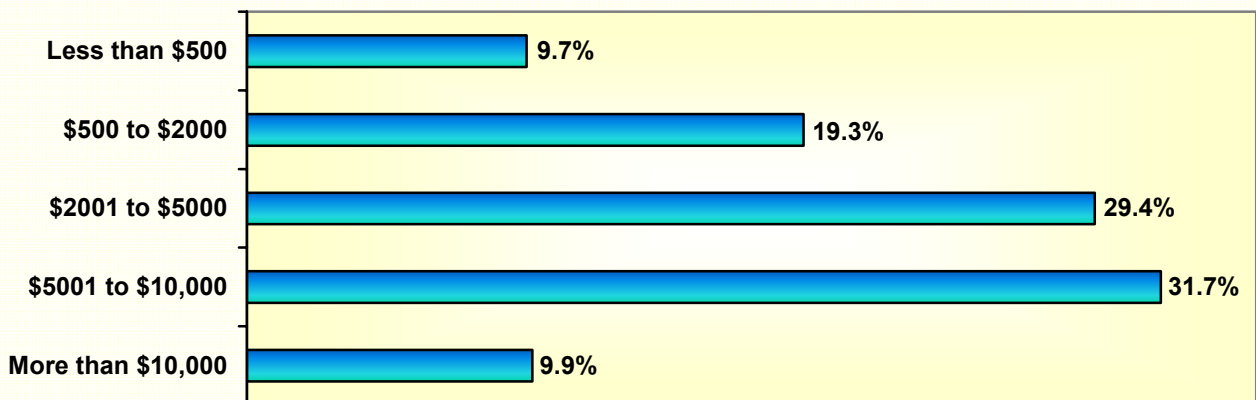
Many of us find ourselves at a “fork in the road” when it comes to deciding what career to pursue. Why do Human Resource professionals choose their path? According to our survey, nearly 64 percent of the respondents received their degrees or worked in other fields previous to working in HR. For example, of those we surveyed, initial occupations and degrees included accounting, marketing, management, public relations, personnel services, nursing and professions in various areas of healthcare. Many respondents stated that the job “came to them” or that it was a progression. Additional motivations to pursue and maintain a career in HR vary among our respondents: stability, salary potential, interest in working with and helping people, the challenge, fast paced environment, variety of responsibility and being a part of a strategic area of business. Furthermore, 63.4 percent of those surveyed who are not planning on retiring from the workforce within the next decade, said they can definitely see themselves in the HR field ten years from now, and an additional one-third feel it is a possibility.

Human Resources is a people-oriented profession, and for that reason, it is no surprise that just over 60 percent said the people interaction aspect of their job is what they enjoy most. One-fifth feels that helping people is the most satisfying element of their occupation. Many respondents stated that they thoroughly enjoy guiding people in their career choices and finding a “good fit” for candidates within their organization. In addition, just exceeding one-third of the respondents enjoy the variety of functions in which they are involved by working in the HR department including candidate sourcing, interviewing, recruitment planning, special projects, strategic planning, off-site recruitment, training, hiring, tracking, trending and background evaluations, just to name a few.

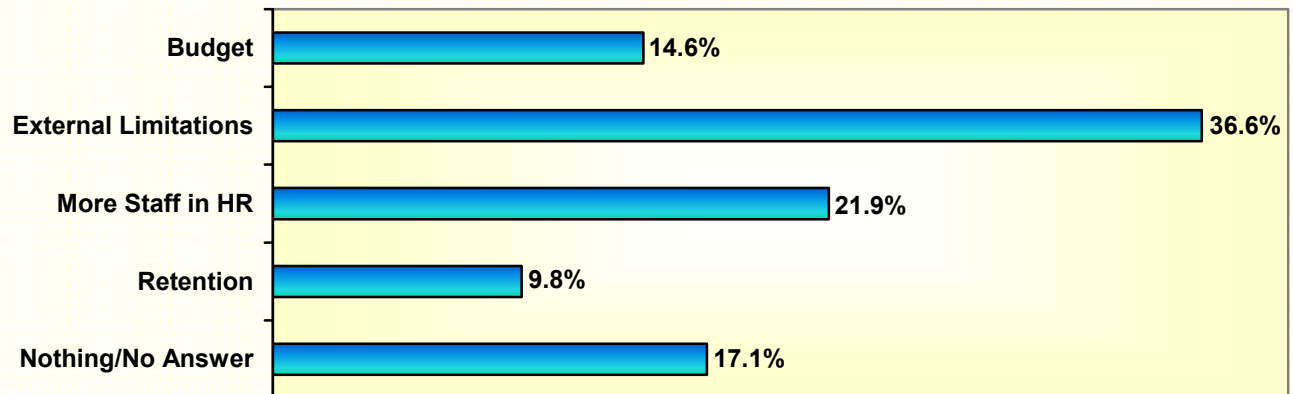
**3. On average, how many positions are you responsible for filling at any one time?**



**4. On average, how much do you spend on advertising job openings each month?**



**5. Is there any one thing that you feel could be changed in order to make your recruitment efforts more productive?**

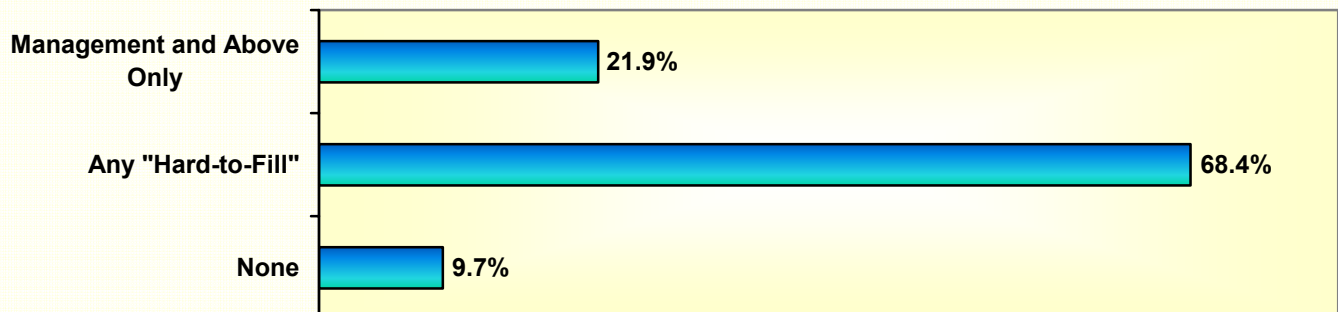


Nearly 50 percent of those surveyed are responsible for filling twenty-five or more job openings at a time. In most cases, the professionals we surveyed noted that they were the only recruiter or one of four recruiters at best. A little more than 30 percent of respondents are spending between \$5000 and \$10,000 per month advertising job openings. Approximately 10 percent stated they spend more than \$10,000 per month on advertising job openings.

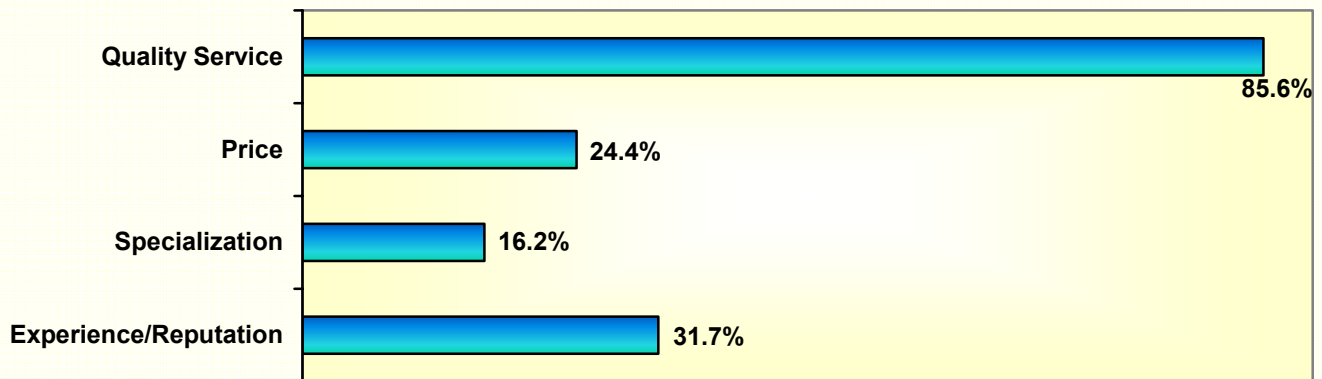
Over one-third of the HR professionals fell that departmental or environmental limitations are hindering their recruitment efforts at times. These limitations include:

- Rural area limitations
- Slow response time by department managers regarding candidate resumes/applications
- Limited feedback from department managers regarding projected staffing needs
- Limitations on time devoted to recruitment
- Limited number of candidates
- Tracking and trending limitations
- Technological limitations

**6. For what types of positions do you generally use recruitment firms?**



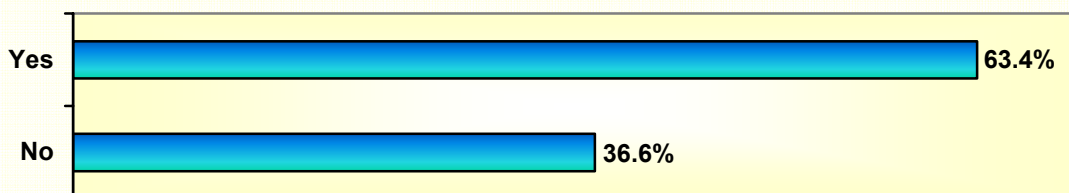
**7. What are the most influential characteristics that you look for when selecting a firm to represent your hospital? (multiple responses possible)**



It is the preference of most hospitals to limit their usage of outside recruitment firms, but when the need arises, almost 70 percent of those surveyed said they will use a recruitment company for any “hard-to-fill” positions which includes nursing, radiology department staff, respiratory therapy, pharmacists, radiation oncology and additional highly skilled and specialized positions. A little more than 20 percent are limited to obtaining the services of a recruitment firm for manager and above positions, and approximately 10 percent claim they do not use permanent placement firms at all.

Selecting the right firm to represent your hospital is extremely important. Approximately 85 percent of respondents stated that quality service is the most important characteristic when selecting a firm. Quality service encompasses several aspects according to our respondents and reflects aspects from the very first contact between firm and recruiter to the placement of the candidate. Quality service includes: making a good first impression, consistency, availability of resources, submitting quality candidates, reliability, honesty, exhibiting a good attitude, dependability, displaying good customer service, sharing the hospital’s commitment of finding the “right fit”, communication, being readily available and having a quick response time.

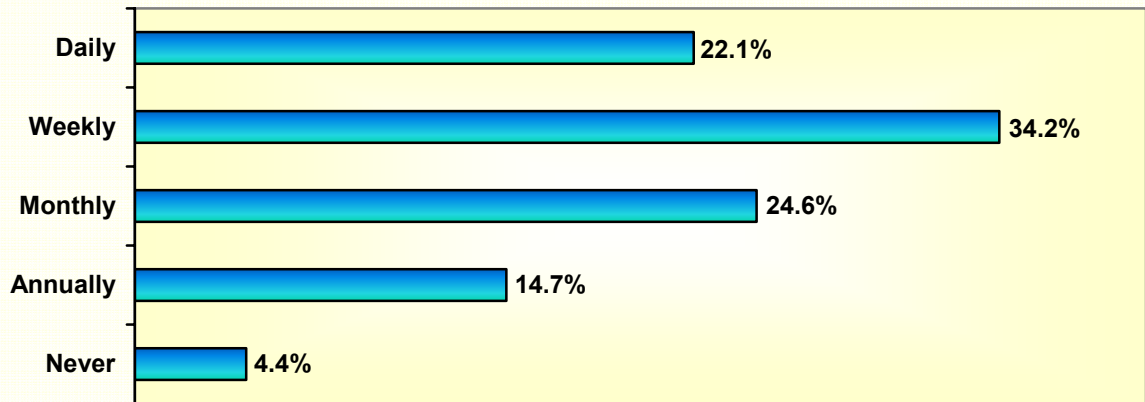
**8. Do you feel rushed or pressured by management to fill open positions?**



The majority of the HR professionals we surveyed said they feel pressure most of the time to get open positions filled. Many understand the pressure and importance put upon them. They feel desperate at times, but overall feel that management realizes their circumstances. However, some feel the pressure daily and feel that management simply needs the position filled with a “warm body.” Consequently, the majority of these respondents feel they have retention problems and that it is a “vicious cycle.” The remaining respondents stated they feel no pressure at all, and management is very patient to find the right “fit” technically, professionally and personally.

The majority of those surveyed feel they are encouraged to voice their opinions and that their opinions have an impact in their department. Most of these respondents affirmed that the department works together, and nearly all decisions are made as a team. However, roughly 22 percent stated they are encouraged to voice their opinions, but feel they could have more of an impact or consideration.

## 9. How often are you recognized for a job well done?



It is extremely important to express to employees gratitude for their hard work and for a job well done. Effective managers have the ability to influence positive behavior with ongoing communication with employees. Over half of the respondents said they are recognized for a job well done at least once a week. Unfortunately, nearly 20 percent are only recognized once a year to never. Based on our survey, a number of HR professionals, from those with as little as one year of service to 30 years of service, feel they are taken for granted at times by their organization as a whole, their superiors and/or the employees they serve.

### Summary

As one participant of our survey commented, “Recruitment is almost always viewed as a strategic area for most businesses. The Mission/Vision/Values usually have recruitment and retention as part of their core vision.” Human Resource professionals should be recognized and valued for their role in any organization.

Taken from the *Workforce Management* magazine on-line research center, below are helpful tips for Human Resources Administration:

- **Reward results in human resources.** Rewards should be offered to all if the department meets its overall goals. Incentives are effective for recruiters, generalists (if their business unit achieved its goals), and those in leadership development
- **Reward cooperation.** Human resources is known for having functional silos. The development of a common metric and reward that crosses all critical HR functions will give incentives to work together.
- **Prioritize programs.** Focus on maintaining a competitive advantage in areas that are critical for the firm’s success.
- **Shifting resources.** Budget and time allocations should continually shift from low priority programs to high priority ones.
- **Employment brand.** A competitive advantage is the organization’s “brand” as a good place to work.
- **Managers are your “delivery system”.** HR must design its programs based on the strengths and the weaknesses of the delivery system, the manager.
- **Human resources advisory group.** HR should put together an advisory group to provide critical input and ideas.
- **Competitive Intelligence.** Doing a competitive analysis between firms can help HR gain competitive intelligence information about the operation of their people-management programs.
- **Experimentation.** Constantly try new things.
- **On demand.** Offer new HR programs only after managers request or “demand” them in order to not flood managers with programs that are not needed and consequently waste resources.