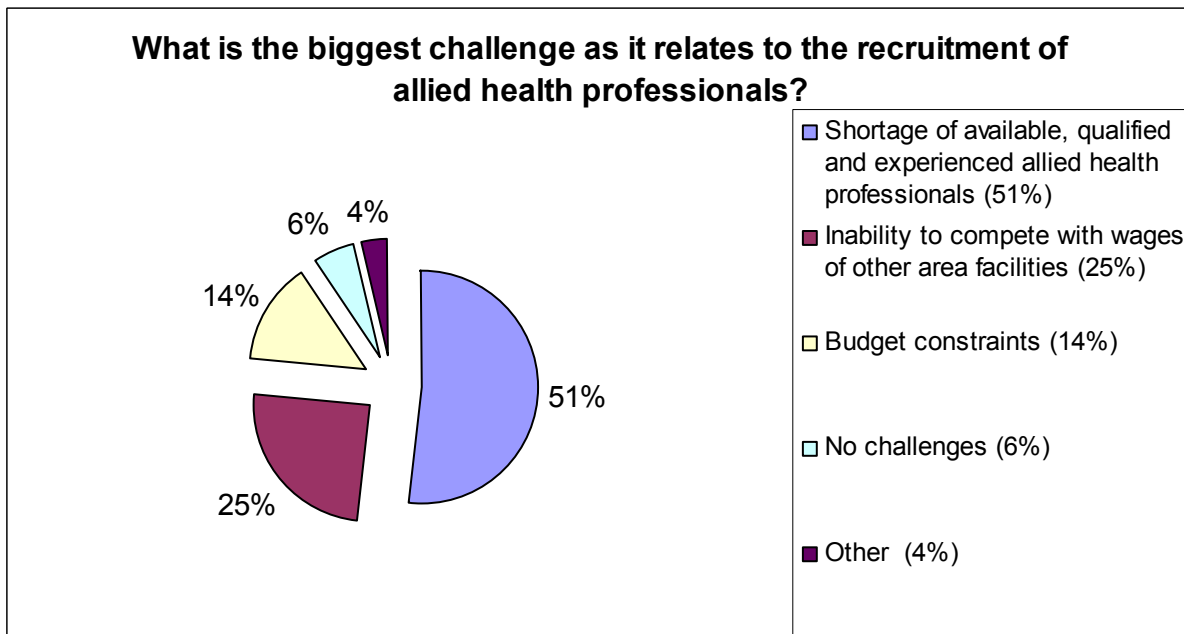


## Allied Health Professional Recruitment Survey: Today's Challenges and Insights for Improvement in Healthcare Recruitment

Hiring managers in healthcare face many challenges when it comes to recruiting and retaining top talent. According to the *Job Recovery Survey* posted by the Society of Human Resource Management (SHRM) and CareerJournal.com, more than 70 percent of employees said they would consider a new job under the right circumstances. There is a wide range of reasons that employees seek new opportunities, so if you know what causes turnover in your organization, you can adapt your hiring and retention practices to decrease turnover.

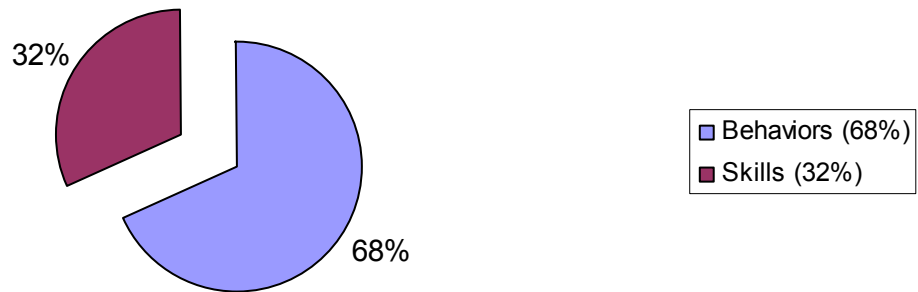
In order to learn more about turnover trends, **RadSciences Group** recently conducted a survey to gather the opinions of human resource professionals and hiring managers within hospitals. According to most respondents, the biggest challenge with the recruitment of allied health professionals is the shortage of available and experienced professionals (51 percent), while the inability to compete financially with competitors represented 25 percent of the responses.



Over the past year, **RadSciences Group** has noticed that the pool of available healthcare professionals seem to be growing as the number of training programs increase. While these programs are graduating an abundance of new workers, the pool of *qualified* and *experienced* candidates has yet to catch up with the demand. Take Ultrasound as an example. Even though schools are graduating Sonographers each year, many facilities will not hire a Sonographer without their ARDMS registry and substantial experience.

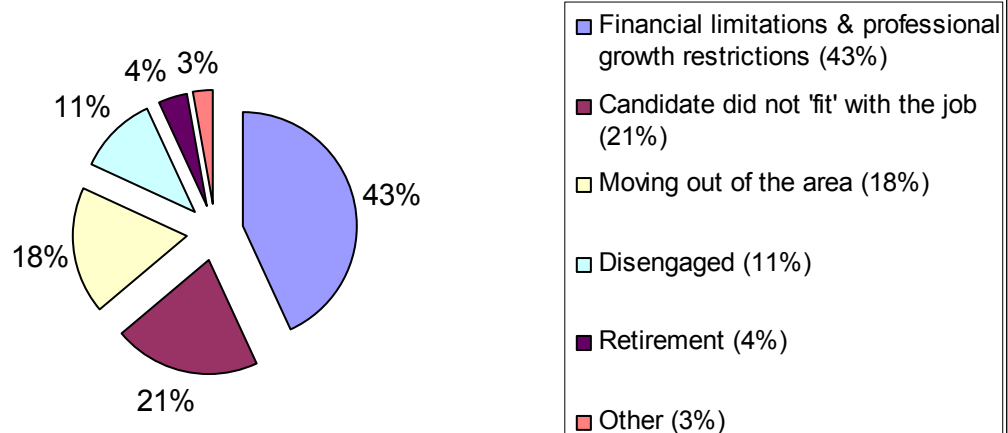
The inability to compete financially can be difficult to overcome if managers are restricted by budgets and internal equities. Other incentives can be introduced to off-set a lower hourly wage such as retention bonuses, tuition reimbursement, paid health benefits, home purchase programs and cash out PTO programs.

### Which is more important when deciding to hire a candidate?



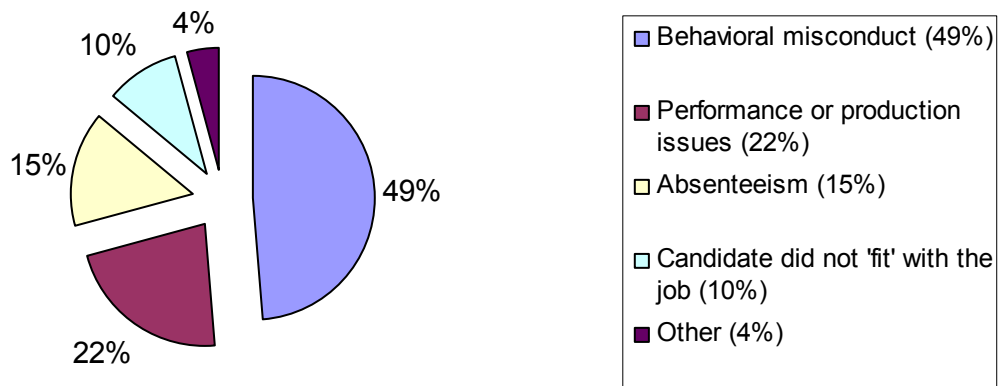
Approximately two out of three respondents stated that a candidate's *behavior* is more important than their *skill* when deciding who to hire. You can usually teach a professional how to perform a procedure or scan, but you cannot always teach them behaviors such as a positive attitude, teamwork, organization, promptness and proper patient etiquette.

### What is the primary reason that an employee leaves your organization?



Turnover is a part of every organization, but do employers *really know* why candidates leave? Our survey reported that 43 percent of the respondents believed the primary reason that an employee leaves an organization is due to *financial limitations and professional growth restrictions*. Another 21 percent claimed that the *candidate did not 'fit' with the job*. While compensation is not always the easiest thing for hospitals to "fix", there are several ways to improve employee "fit".

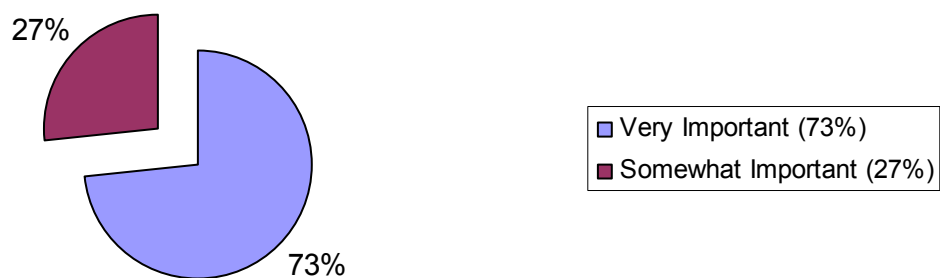
### What is the primary reason that an employee is terminated from your organization?



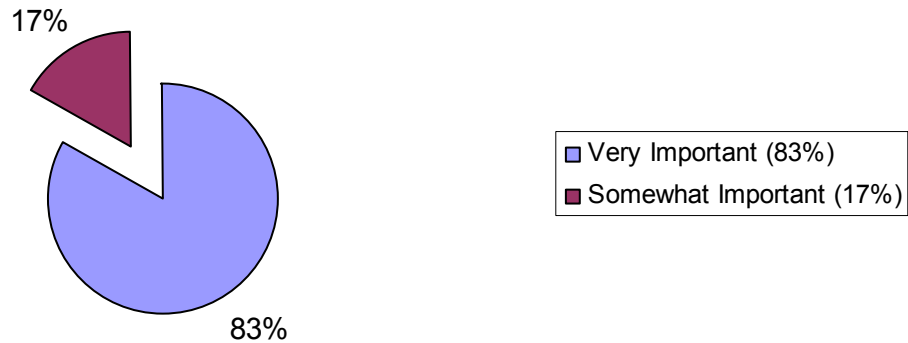
Nearly half of the survey respondents cited *behavioral misconduct* as the primary reason that an employee is terminated from their organization. Behavioral profiling is a popular issue with many recruitment professionals, so we explored this topic in our survey to find the percentage of respondents that actually use behavior assessment tools in their hiring process. While many hiring managers are trained to ask the right questions, many times a candidate can answer questions effectively and therefore “pass” through the interview process. Interviewers must be able to identify not only the skills, but also be able to judge if the particular behavioral “style” of a candidate might work well in their department. Many respondents also noted that patience can also be a key success factor. In these competitive times, some hiring managers admitted making decisions based on availability rather than on the quality of the candidate, creating even bigger problems within their respective department.

Another method to ensure a “fit” is to provide each candidate with a Realistic Job Preview (RJP) so that candidates fully understand the job and their responsibilities. The RJP will help the candidate determine if a position is suitable before making a commitment to the organization.

### How important would it be to know how a candidate might behave under stress or pressure before you make an offer?

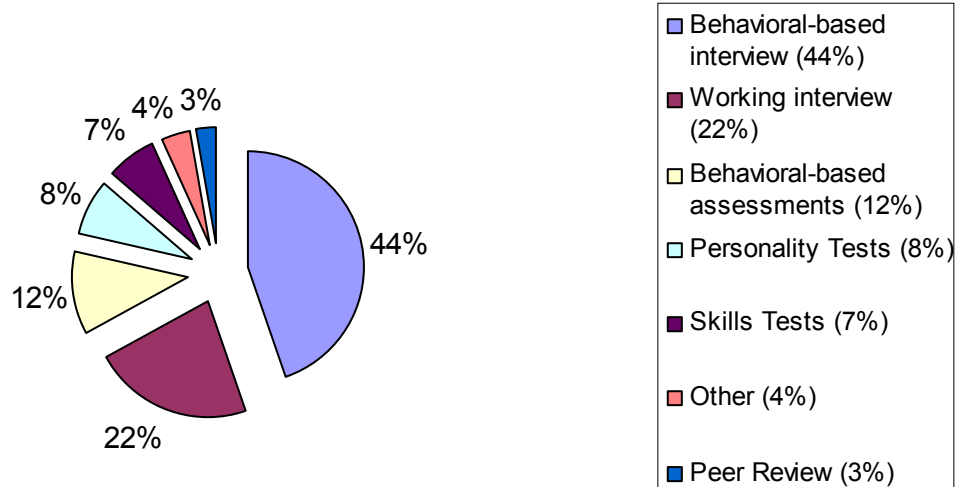


### How important would it be to know a candidate's behavioral strengths before you make an offer?



In addition to what we see on a candidate's resume (i.e. work objective, experience, education, credentials and references) we also want to know the intangible characteristics of each candidate. These attributes could be their drive, motivations, behavior in conflict, how they may behave under stress or pressure and if they are a team player. More than 70 percent of the respondents said that it would be *very important* to know both a candidate's behavioral strengths and how a candidate might behave under stress or pressure before making them an offer for employment. These things cannot be found on a resume, so how do we measure these traits?

### Which assessment methods do you currently use in your hiring process?



As previously noted, nearly 70 percent of those surveyed believe that behavior is more important than skill, but only a little more than half actually use behavioral-based interviewing and/or assessments. Many organizations utilize a multitude of methods including behavioral-based interviewing, working interviews, personality tests, skills tests, behavioral-based assessments, peer interviews and more. Behavioral assessments might also allow the interviewer to draw out the impending behavior of candidates to potentially predict behavior. Role Behavior Assessments (RBA's) have been used by some respondents as a way to determine what job-related behaviors are most desirable. This can be

especially useful for stressful positions and might determine if a position is too stressful for a candidate. Other behavioral assessments can generate coaching worksheets for managers and even instruct a manager on the most effective way to motivate and counsel an employee based upon their behavioral report. These types of reports are often used as a user-guide and can provide useful and powerful information.

Assessments can also be extremely useful for enhancing current team dynamics and communication which in turn can improve retention. If someone is struggling in a position, it might be because they are constantly adapting their natural tendencies to a job that is not natural for them. This causes stress and can ultimately lead to job burnout. Therefore, when it comes to building an effective team, the first thing you need to know is who the players are and what they have to offer so you can make assignments based on a person's natural behavioral style. For example, you do not put the fastest guy on the football team on the offensive line to block 350-pound linemen. You give them the ball 30 times and let him run towards the end zone (excerpt from *Team, Know Thyself: Enhancing Productivity By Recognizing Strengths* by **RadSciences Group** published in HR Pulse Winter 2007 (<http://www.radsciences.com/docs/KnowThyself1207.pdf>).

For a sample of a behavioral assessment report, please click here:

<http://www.radsciences.com/radperformance/DiSC%20PPSS%20Strategies%20for%20Managing.pdf>

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