

Objective:

In today's competitive job market, finding qualified applicants for hard-to-fill positions has been a significant challenge for the University. Limited access to niche candidate pools, and specialized skillsets demand a more strategic approach. This document serves as a thorough guide to navigating the recruitment strategy for hard-to-fill positions within our organization. Identifying the unique barriers associated with these roles, we have developed a streamlined process designed to identify, attract, and retain qualified candidates.

Hard-to-Fill Position Defined

- Positions with historically high turnover.
- Positions for which we have been unable to identify an adequate applicant pool within two months.
- Positions that require very specific expertise, skill set, or experience.
- Positions that are in high demand at the moment.

What to Consider Once Hard-to-Fill Position has been Determined

1. Talent Recruitment will review and revise job descriptions by collaborating with compensation specialists.
 - a. Review the minimum qualifications.
 - i. Eliminate unnecessary job skills or requirements.
 - ii. Review substitution for education.
 - iii. Review requirement of license and/or certification
 - b. Evaluate whether offering flexible work arrangements, such as remote work options or flexible hours, could make the position more appealing to candidates who value work-life balance.
 - c. Discuss potential job description and compensation re-alignment.
 - i. Evaluate if what is being offered is competitive within the industry and location.

2. Talent Recruitment will review the job posting.
 - a. Extend the posting if needed.
 - b. Confirm with the hiring manager if there needs to be a set date or time period for the opening.
 - c. Determine if there is a hybrid remote work an option to better appeal to candidates.
 - d. Include DEI statement.
 - e. Include benefits statement and highlight perks of being an internal colleague.

Business Process for Managing Hard to Fill Positions

1. Talent Recruitment as a Team will develop a list of hard-to-fill positions by department, with rationale.
 - a. The list should be by department.
 - i. Dropdown menu is the rationale to identify on why the position is "Hard to Fill" based on its definition.
 - b. Determine how to retrieve metrics on turnover rates for positions listed.
 - i. Compare turnover metrics to previous years and determine if it has been more difficult to fill and the why.
2. Talent Recruitment will develop recruitment strategies to target these roles:
 - a. Developing Talent Recruitment Brand
 - i. Enhance our employer branding efforts to make it more attractive to potential candidates.
 - ii. Highlighting our company culture, values, career development opportunities, and employee benefits can help in attracting top talent.
 - b. [Recruitment Checklist](#)
 - i. Once HM/HRP comes to Talent Recruitment Specialist with a need for additional recruitment efforts, we can pull from our checklist and update them on our efforts.
 1. This will focus on proactive recruitment strategy that utilizes various channels to reach potential candidates via passive candidate pipelining, job

Commented [P(1): Currently our spreadsheet has "Rationale" column with Specialist filling it out. Most cases, we're saying same thing just in different wording.

boards, social media, professional networks,
recruitment agencies, and incentives.

- c. Internal promotion strategy
 - i. Consider presenting training and development opportunities to existing employees to fill the position internally.
 - 1. This can be a cost-effective solution while also encouraging employee morale and retention.
- 3. Talent Recruitment will work with the HR Analytics Team to create metrics and analytics that provide insights into different areas of the recruitment process to determine outcome and level of efficiency.
 - a. Time it takes to fill a hard-to-fill position from the moment the job requisition is opened to when the offer is accepted by the candidate.
 - b. The percentage of offers extended and which offers have been declined and the why.
 - c. Sources from which candidates are applying from and analyze the effectiveness of each sourcing channel in attracting qualified candidates.
 - d. Conversion rate of candidates at each stage of the recruitment process, from application to interview to offer acceptance.
 - e. Retention rates of candidates hired for hard-to-fill positions over time.
 - f. Diversity of candidates applying and hired.
 - i. Includes gender, ethnicity, age, generation, veterans, disability, etc.
- 4. Talent Recruitment will evaluate the market after the hiring process is completed based on candidate interactions.
 - a. Market evaluations will come from applications and feedback
 - b. Consult with compensation
 - c. Understand the job market for similar positions.
 - i. This will help to better align with market expectations for salary and job description adjustments.

After Hard-to-Fill Position Has Been Filled

1. Talent Recruitment and HR Leadership will assess the recruitment process.
 - a. Create tracker/spreadsheet
 - b. TR Specialist will gather insights from candidates who declined offers or withdrew from the recruitment process.
 - c. Understand areas for improvement to help improve recruitment strategies.
 - d. Determine how long it takes to hire candidates from start to finish.
 - e. Evaluate if hiring managers are using standard interviewing questions.
 - f. Confirm with hiring managers that criminal background checks and reference checks are completed consistently.
 - g. Assess and review the quality of candidates sourced based on skills, experience, cultural fit, and long-term potential.
 - i. This can be determined through candidate assessments, interview feedback from candidates and hiring managers, and performance feedback via a 90-day evaluation from the department.
 - h. Determine the total cost in filling a hard-to-fill position to evaluate the cost-effectiveness of recruitment efforts.
 - i. This includes recruitment advertising, partnership fees, employee time spent on hiring activities, etc.
 - i. Gather feedback from candidates about their experience during the recruitment process, including application process, communication, interview experience, and overall impression of the company.
2. Talent Recruitment will evaluate Progress
 - a. Create running document with JD, req number, department, why hard to fill, turnover rate, average time to fill, where it has been posted externally, past recruitment strategy, sourced candidates,

recruitment checklist marked off, active recruitment strategy,
niche keywords

- b. Determine how often Talent Recruitment will review hard to fill requisitions
 - i. Tracking other factors that could affect time to fill
 - ii. Refer to metrics created for reference
- c. Track progress at least monthly
 - i. If no progress, regroup and strategize other plans
- d. Review and update the hiring process to minimize delays and improve the candidate experience.