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Policy #: CAH Human Resources	Policy: Recruitment and Retention
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Division: Critical Access Hospital	Department: All
Administrative Approval _____	Effective Date: 12/2020
Medical Staff Approval _____	Revision Date(s): 12/2020

POLICY: GCMC will recruit, select, and promote employees without regard to race, color, religion, creed, political ideas, sex, age, marital status, physical or mental handicap or national origin.

PROCEDURE: The following procedures are followed by all departments in filling positions:

RECRUITMENT AND HIRING PROCESS

It is the policy of the GCHD to recruit, select, and promote personnel without discrimination on the basis of race, creed, religion, color, or national origin or because of age, physical or mental disability, marital status, or sex when the reasonable demands of the position do not require an age, physical or mental disability, marital status, or sex distinction, “genetic information” or any other protected characteristic as established by federal, state and local laws.

The following procedures are followed by all departments in filling positions:

- I. **Job Description:** The job description will be reviewed by the department head and updated as necessary prior to requesting a new position or a replacement. The job description must include essential and non-essential functions of the position, minimum requirements for education, training and experience and the physical demands and work environment conditions.
 - Utilize Form A – Sample job description format to ensure the update is consistent with content for all job descriptions.
 - Utilize Form B – Position Description Questionnaire (PDQ) if a new job description is to be developed or if the position is new to .

PDQ Completion: *Form B is used if a position needs to be changed,*

has not been updated for a long period of time, or if the position is new. The objective in using the PDQ is to capture 70% of all essential duties and physical attributes performed in the position. If the position is not vacant, include the incumbent in the process to develop, edit and complete the PDQ. Utilize the content of the PDQ to draft a revised/new job description in the format of Form A.

- II. **Requests to Fill Vacancies:** whether through internal or external recruitment, requests to fill a vacancy shall be made to the Administrator as soon as the department head becomes aware of a vacancy.
 - The department head and/or hiring manager shall complete the GCHD Job Requisition Form and provide it to the Administrator for approval prior to any recruiting activity. (See Form C – Job Requisition Form).
 - Upon receipt of notification and approval to fill the position, the recruitment and selection process will begin. This process will be coordinated between the Administrator and the department head.

- III. **Job Posting:** All positions at GCHD will be posted both internally and externally.
 - Internal Posting: Utilize Form D and a copy of the job description to develop an internal posting for the position to be recruited. Consider review by Human Resources prior to posting. All internal postings shall be posted on the GCHD bulletin board until the position recruiting period closes.
 - External posting: Utilize Form E and a copy of the job description to draft a job advertisement for the media you have chosen to advertise in.

- IV. **Recruiting Media:** The recruiting media chosen will depend upon the level of position being recruited and the budget available for recruiting that position. Media options can vary widely and range from the local newspaper for a local clerical position to medical field specific recruiting firms for RN's and providers.
 - Recruiting Source Tracking: Form F can be used to best evaluate the cost effectiveness of the various recruiting sources chosen. The form enables a post recruiting analysis on the cost and effectiveness of each source utilized.

- V. **Recruiting Packet:** Each hiring manager will be provided with a recruiting packet which contains all the documents necessary for the remainder of the recruiting process. The recruiting packet consists of:
 - GCHD Job Application: all applicants seeking employment are required to complete the job application (Form G), even if they provide a resume.
 - Completed Job Description: provided by the hiring manager as a result of the job description review/edit/development completed in step II of this document.
 - Interview Guide: The interview guide – Form H - contains a series of interview questions, both general based and behavioral based. Two examples are provided in the forms section of this manual, one for a Human resource Generalist and another for a

CNA. The following is a breakdown of the guide contents and example for use:

- Page 1-3 identify the planning steps prior to the interview of candidates. Use these to identify the interview team and plan for the interview.
 - Page 4 is a set of general based questions, which can be modified for each position. For all candidates per position, the same or very similar questions need to be asked to create equity and defensibility around the hiring decision.
 - Page 5 is an example of a “Technical-Behavioral Based” interview question. The two examples provided in the Forms section, provide a “concept” around the type of question that can be asked. Additional Technical based questions are encouraged to be developed by the hiring manager.
 - Utilizing this interview format: The interview format on pages 5-11 is designed to allow the interviewer to gather information from the candidate that best allows evaluation of “how” the candidate handled the situation being asked:
 - Situation: Based on the question asked, what was the situation as defined by the candidate?
 - Action: What action(s) did the candidate take
 - Role: What role did the candidate play in the situation
 - Outcome: What was the outcome, positive or negative
 - Often times, candidates are not experienced with answering “Behavioral Based” questions. The interview team may need to ask the questions a number of different times and ways to get an answer based on actual experience.
 - Page 5-11 is a set of ready to use behavioral based interview questions based on “competencies” like, communication, leadership, integrity, etc. A complete set of behavioral based questions can be found in Form I. This is a listing questions based on a variety of competences. The questions used in the GCHD Interview Guide came from this list. Additional or different questions from this list may be chosen to best represent the position being recruited for.
 - Page 12 provide options for how best to close the interview
 - Page 13 contains rating worksheets.
- Interview Question Considered Illegal: Form H(2) contains a listing of questions that cannot be asked in an interview.
 - Applicant Screening Worksheet: Form J (HR Generalist specific example) and Form J(1) (CNA specific example) provide two

options for screening applicants from a resume and job application. For other positions, the Criteria and form need to be modified based on the requirements of the position (Job Description). Form J(2) – which is a simpler concept, may be used instead.

- Sample Offer Letter: Form K & K(1) are a sample offer letters, specific to the positions of Human Resource Generalist and CNA. See Step 16 in the Recruiting Process Checklist below for implementation.
- Sample Rejection Letters: Forms L and L(1) are sample rejection letters. See Step 17 in the Recruiting Process Checklist below for implementation.

VI. Recruiting Assessments: A hiring decision needs to be made based on multiple decision points (interview ratings, assessments, references, background checks). Doing so not only provides GCHD with a greater chance of hiring the correct candidate, but also creates a hiring decision that is quantifiable and defensible.

- Assessments: screens applicants and identifies high performers based entirely on the actual work behaviors of known superior performers.
 - <http://www.profilesinternational.com/index.php>
 - <http://www.scheig.com/>

VII. Reference and Background Checks:

- Release Forms – For positions that require driving, Criminal Background check or Drug & Alcohol pre-employment testing, utilize Form M & M(1) to acquire signatures prior to the start of employment.
- Reference Checks – despite the frustration of getting nothing but name and dates of service when making reference checks on candidates, the effort at times can yield valuable information. The GCHD job application provides GCHD with permission to contact anyone from the candidate former employers. GCHD will check two professional references provided by the applicant prior to interviewing the applicant for an open position. Utilize Form N to contact not only the former employers Human Resources department, but also the candidate's supervisors as listed.
- Background Checks – Conducting background checks are another good method for making a hiring decision. Form O contains information for an organization that conducts all manner of background checks nationwide. The following background checks are available for GCHD:
 - License verification. If the position requires a current Montana State professional license such as a licensed nurse, certified nursing assistant, physical therapist, physical therapy assistant etc... GCHD will utilize the Licensee Look up System provided by the Montana Department of Labor to verify the applicant has a current, unencumbered license. Please note, applicants for Medical Staff including physicians and mid-level

- providers are subject to the credentialing process outlined in the GCHD Medical Staff By-Laws.
- Criminal history. All applicants will be asked to submit to a criminal history background check.
 - Motor Vehicle Report (driving record) – Utilize Form M-Driving Record Release Form to obtain relevant information required to complete verification.
 - Education verification

VIII. **Pre-Employment/Post Offer Drug Screen/Physical Examination:** If an applicant is determined to be the best match for an open position, they will receive a conditional offer of employment based on the outcome of the following:

- Drug Screen. All employment offers are conditioned upon a negative drug screen. Negative Dilute samples are not considered as having passed the drug screen. Acquire release signature Form M(1).
- Physical Examination. All applicants for the same position are subjected to the examination regardless of disability. The purpose of the examination is to determine if the employee can safely perform the essential functions of the position.
 - The results of the examination are maintained on separate forms and in separate files and are treated as confidential, except that supervisors may be informed regarding necessary restrictions and accommodations.
 - The results of the examination will not be used to refuse employment or to make a distinction in employment unless a medical evaluation establishes inability of the particular applicant to safely and efficiently perform the duties of the position with reasonable accommodation, if necessary.

IX. **Hiring Folder:** When a position has been established for recruiting, a hiring folder or file needs to be opened for that position. Each applicant's documents (resume, applications, supporting documents, resume/application screening ratings; interview documents, etc) will be maintained in separate manila folders each containing the applicants name. All of these applicant files will then be maintained in a single large accordion bottom file folder. The hiring folder will be maintained in the possession of the hiring manager in a secure and locked location during the recruiting process. Upon completion of the recruiting process for a specific position, the candidate that was hired will have all of their documentation removed from the hiring folder and provided to Administration for the creation of a Personnel File. The original hiring folder will be maintained by Administration for a 12 month period.

Recruiting Process Checklist:

COMPLETE D DATE	PROCES S	REQUIRED ACTION	RESPONSIBILIT Y
	Step 1	Review/revise/develop job description utilizing <u>Forms A & B</u>	MANAGER
	Step 2	Complete <u>Form C</u> and acquire Administrators signature	MANAGER
	Step 3	Utilize <u>Forms D & E</u> to define or distinguish Internal and External postings	MANAGER/HR
	Step 4	Identify the appropriate recruiting media	MANAGER/HR
	Step 5	Acquire recruiting packets from administration	MANAGER
	Step 6	Use the job description and <u>Forms H & I</u> to modify the interview questions	MANAGER
	Step 7	Modify <u>Form J</u> in preparation for screening all applicants; Screen applicants and separate them in to Yes, No, Maybe. Make sure your screening is accurate, equitable and defensible.	MANAGER
	Step 7A	Conduct phone interviews with higher level positions and/or positions where candidates are located outside the area. Utilize page 4 (can be modified), or any one of the questions from pages 5-11 on <u>Form H</u> . Make sure the rating forms (page 13 from the <u>Form H</u> is completed and equitable/ defensible). Narrow the selection of candidates to be interviewed to 3-5 total.	MANAGER
	Step 8	An interview committee made up of two to three managers may be utilized for the interview process. The Administrator may serve on the selection committee. The Administrator will serve on and select the committee for department head vacancies.	MANAGER

	Step 9	Meet with the interview committee to determine the method of interviewing, questions and criteria for selection prior to interviewing candidates.	MANAGER
	Step 10	Schedule on-site interviews. For those candidates traveling from outside the area, work with Administration to:	MANAGER
		○ Identify the funding available for candidate travel	MANAGER
		○ Make travel arrangements (airline, rental car, motel, meals)	MANAGER
		○ Make arrangements for candidate facility and community tours; spouse tours	MANAGER
		○ For higher level positions make arrangements for multiple interviews with other departments (providers, DON, etc)	MANAGER
	Step 11	Conduct interview according to <u>Form H</u> . Ensuring that decisions to hire are based on (1) multiple decision points (2) quantifiable reasons for the final hiring decision are very important. GCHD not only wants the best possible candidate they can hire, but also want to be able to legally defend the hiring decision if challenged.	MANAGER
	Step 12	Conduct reference checks on finalists (<u>Form N</u>)	MANAGER
	Step 13	Conduct background checks on finalists (<u>Forms M and O</u>)	MANAGER
	Step 14	Conduct other assessments (section VI of this document)	MANAGER
	Step 15	Meet with selection committee to make a final hiring decision	MANAGER
	Step 16	Draft offer letter utilizing <u>Form K</u> , contact the selected candidate by phone to make initial offer.	MANAGER
	Step 17	Upon acceptance of the offer as acknowledged by a signed offer letter, draft rejection letter to all interviewed candidates and all applicants not interviewed – <u>Form L</u>	MANAGER

	Step 18	Schedule physical examination and drug screen.	MANAGER
	Step 19	Remove the successful candidates hiring information from the hiring folder and provide to Administration for the establishment of a personnel file.	MANAGER

Retention:

It is the policy of GCHD to retain all qualified employees. To do so GCHD will focus on the following strategies:

- Improve Engagement. ...
- Foster Teamwork and Communication. ...
- Provide Competitive Compensation. ...
- Give Recognition Where Recognition Is Due. ...
- Invest in Education and Continual Learning.

GCHD has established a Recruitment and Retention Committee to plan and strengthen our policy for retaining employees.

To retain and recruit qualified Medical Staff GCHD will participate in the NHSC Student Loan Repayment program.