

How to Become an Employer of Choice When You're Short on Staff and High on Turnover

A Workbook for Behavioral and
Community Health Care Organizations



Introduction



Becoming an employer of choice, where highly qualified candidates are striving to work at your organization and your best staff members want to stay with you is no easy feat, especially during a national healthcare staff shortage. It requires dedication, buy-in and changes to the way you currently do things.

The following worksheets will help you identify opportunities to improve the way you attract, hire, onboard and retain highly skilled healthcare staff. You can use them standalone or in conjunction with the guide, [How to Become an Employer of Choice When You're Short on Staff and High on Turnover](#).

Step One: Attract the Best and Brightest

Becoming an employer of choice begins with knowing how to make your organization stand out to the applicants you want to attract among the sea of other organizations scrambling to fill the same roles.

What organizational goal will we help achieve by filling this role?

What skills and traits are needed to meet that goal?

Non-negotiable: _____

Teachable: _____

What sets us apart from other organizations?

Where do we fall short?

Who is our largest competitor?

Name: _____

Website: _____

What do they offer on their career page that we do not?

What can we change that would put us a step ahead of our competitors?

What benefits and perks should we emphasize in our job ads?

What job boards or industry associations can we leverage to promote our roles?

Step Two: Interview for Success

The interview is often the most critical yet often rushed step in the hiring process. The time you spend on a thoughtful and planned interview can result in reduced turnover and saved budget dollars down the road.

Beyond meeting our “non-negotiable” requirements, what do I want to see on a candidate’s resume that would make me want to schedule an interview?

Who will be interviewing the candidate?

What steps are in place to ensure each candidate will experience the same, fair interviewing and selection practices?

What do I need to communicate to ensure the interviewers know what is and isn’t OK to ask during an interview?

What behavioral interview questions should be asked to identify the skills, experience and cultural fit for this role?

What is our plan to keep candidates informed of their status—good or bad—throughout the selection process?

Step Three: Make a Good Impression on Day One

After you hire an amazing candidate, it is now your turn to show them that they made the right choice. Demonstrate how you will help them meet their goals with a personalized onboarding plan.

What information can I send to a new employee that would be helpful for them to know on or before their first day?

What are the roadblocks in our hiring and onboarding process that cause inefficiencies and which of those are within my organization's ability to alleviate?

When a new employee completes onboarding, do I feel they are confident enough to jump right in and provide services to clients or treat patients?

How many administrative hours do I or my hiring managers spend tracking compliance training and managing our policies and procedures?

If we implemented a learning management system to automate training, tracking and reporting, how would that benefit our organization?

How can we enhance our onboarding program so employees leave feeling prepared for success?

Step Four: Give Your Staff a Reason to Stay

After you onboard the best and brightest, there is one more thing to do: keep them. Use learning and ongoing staff development as key elements to improve retention and staff engagement.

What is our turnover rate? (To determine your turnover rate, divide the number of employees who left your organization by the average number of employees in a certain period of time, and multiply that by 100.)

What opportunities for development do we currently offer?

What can I do to foster an environment that encourages time for learning?

What does my organization's succession plan look like? Are we prepared for the future?

Which of my employees could qualify for a promotion if I could help them develop their skills?



Want more details on how to become an employer of choice? Download the guide, **How to Become an Employer of Choice When You're Short on Staff and High on Turnover**, to receive:

- Tips for updating your job ads and where to place your job ads online
- Interviewing do's and don'ts, including acceptable questions to ask and avoid
- An email template to welcome new employees before their first day
- Reasons employees leave their jobs and ways you can prevent staff turnover

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