



Recruiting and Introduction of new employees TOOL BOX

SUBPROJECT: COMPETENCE DEVELOPMENT AND STAFF RECRUITING

Transnational project manager:

Karin Mollan Hansen, municipality of Bodø

Participating partners:

Luleå Sweden, Oulu Finland, Nærverkid Faroe Islands, Hornafjordur, Hafnafjordur,
Akureyri Island



**Northern
Periphery
Programme**

2007–2013

Innovatively investing
in Europe's Northern
Periphery for a sustainable
and prosperous future



European Union
European Regional Development Fund



Innehåll

Background..... 3

Goal 4

 1. Guidelines..... 4

 2. Documentations 4

 3. Conclusions 4

Guidelines..... 5

How to do – step by step..... 5

 1.1 The recruitment is centralized through the newly established recruitment unit 5

 1.2 When the need for new employees arises recruitment unit advertise 5

 1.3 Selection, interviewing and assessing 5

 1.4 Recruiting seminar 6

 1.5 Individual interviews 6

 1.6 Decision on employment 6

 1.7 New employees introduction..... 6

 1.8 Follow-up 7

Documentation..... 8

Conclusions 9



Background

Social Services in our municipalities will be facing new challenges in the future. The proportions of elderly in our municipalities have been predicted to increase in the coming years. Projections shows that the need for recruitment within the health and care area are growing in the future and that a large number of new employees will begin working within our organizations. Therefore we can see the need for working more strategically with recruiting and introduction. When we recruit new employees we should also give them a good introduction in their work.

In our organizations we have mostly long-term employees but we also have co-workers who work as short-term employees. It is important to have recruiting and introduction plans for both kinds of employees. The need for introduction has proven to be great. Lack of introduction into the work has proven to be a part of the reason that new and short-term employees quit working. They feel uncertain about their duties, which in turn create a lack of motivation.

Young people are one of our main recruitment groups; in addition we have adults who want to make a career change. A large number of our new recruited assistant nurses maybe don't have so much education or come directly from high schools assistant nursing program and maybe it's their first job. The introduction into the work can make a crucial role if they will remain in the profession and what image from the employer of the work they get.

The requirement for increased skills of our employees is growing. It is important that all our new employees are given good opportunities to meet the rising demands of society. Work in elderly care is becoming more demanding, as the customer needs change. More and more people grow older, live at home longer, which leads to expectations for quality of care becomes higher.



Goal

The goal is to provide better opportunities for newly recruited to understand and quickly get into their work. In addition to knowledge is the social part important for a good introduction. Support and feedback provides more opportunities for employees to perform well in their professional capacity, which leads to increased motivation and job satisfaction.

During OLE2 we have had the opportunity to test new ways of thinking about recruiting and introduction within the health and care professions.

TOOL BOX

Based on our ideas and work about a more strategic recruiting and introduction we have prepared a Tool Box for any other organisation intressed in use our ideas about recruiting and introduction.

The Tool Box contents

Guidelines

[Instructions for how to start work](#) with strategic recruiting and introduction

Documentations

Instructions on work process concerning [checklists, templates and equipment](#)

Conclusions



Guidelines

How to do – step by step

1.1 The recruitment is centralized through the newly established recruitment unit

The responsible recruiter(s) on the recruitment unit at the Human Resource (HR) department are responsible for the planning, recruitment seminars, interviews and selection of new employees. The recruitment unit can do this by their own or together with the head of the unit who is in need of new employees.

The recruitment unit has the mission for ensuring that the right person is recruited for the right job at the right time at a non-discriminatory manner.

1.2 When the need for new employees arises recruitment unit advertise

The ad design depends on the requirements profile and activity to which employees are required. The ad goes out at the organizations website, employment services site and through the municipalities partners if so. Application forms are either digital or manual depending on organization and country.

When candidates have sent in their job application they get a [first answer](#) telling them about the recruiting process for this specific job.

1.3 Selection, interviewing and assessing

The recruitment unit makes the first selection of employment applicants, interviewing and assessing which candidates they will go further with. Then it depends of what the head of the unit are in need of. The recruiter can make the whole recruiting process and present the new employee or the head of the unit can meet selected candidates and interview by himself. If there are several new employees that are going to be recruited at the same time a recruiting seminar are hold. Responsible for planning are the recruitment unit.

After a first selection based on requirements profile the selected candidates are invited to either a single interview or to participate in the recruiting seminar.

With the [invitation](#) to the seminar the candidates are informed that they are going to present themselves in about 3 minutes each. They are also going to participate in [group discussions](#). Further they have the opportunity to book themselves on an individual interview directly the same day after the seminar.



1.4 Recruiting seminar

About 10-15 candidates participate each time. How many seminars depend on how many new employees which are going to be recruited. A [schedule for the day](#) is prepared. The day start with information about the organization and the work conditions. After the information the candidates present themselves and participate in group discussions. During the afternoon the candidates who have booked themselves for an individual interview meets the recruiters in personally.

1.5 Individual interviews

Individual structured interviews with candidates are hold by [interview templates](#). If the interview are hold on an recruiting seminar the interview are about 15 minutes long for each candidate. Otherwise the interview is lasting about 1 hour because then the recruiter also inform about the organization and so on.

1.6 Decision on employment

Decision is made on employment and information to selected candidates by telephone within one week.

1.7 New employees introduction

New employees are [invited to introduction](#) for new employees through mail or letter before start working or in connection when start working.

The introduction contains education in

- Documentation and Reporting

Understanding and knowledge of the obligations of the documentation and reporting are in accordance health and care laws in the country. Why , what and when to report? How to handle differences in the municipalities activities? What documentation that she/he is responsible for and how documentation should be stored.

- [Basic knowledge of infection control](#)

The risks that exist particularly in people with compromised immune systems, and how infection can be avoided.



- Lift technology

Basic knowledge of and experience in ergonomics, technology transfer and common aids and their function.

- Fundamental values

The importance of the customer's requirements of integrity, autonomy, participation and security.

- Workplace introduction

The head of the unit are responsible for the workplace introduction. An advisor to the new employee is appointed. If it is a short-term new employee the recruitment unit contact the head of the unit who are in need of short-term employees to determine the time and place of workplace introduction. The introduction will include items like work practices, customer care needs, get to know colleagues and time for questions.

1.8 Follow-up

The head of the unit is responsible for follow-up the new employee after some time to hear if the employee needs more support to cope with the tasks. The recruitment unit follows up introduction for short-term employees by calling both the head of the unit where the employee have been working mostly and the new employee.



Documentation

Here you can find more examples of templates and equipment about recruiting and introduction.

Templates for recruiting

[Flow Chart](#)

[Security information and declaration](#)

[Health Description](#)

[Calender](#)

Example of Links using for recruitment

www.offentligajobb.se

www.lulea.se

Templates for introduction

[Knowledge for delegation](#)

[Introduction plan](#) (Norway)

[Introduction plan](#) (Sweden)

[Instruction package](#) (Norway)



Conclusions

We are approaching a generational change in which a longer-term, purposeful and strategic work with the manpower will be essential to meet future staffing needs. This places high demands on both attracting qualified new employees and developing the employees we have today. It is increasingly important to compete with resources other than salary, such as good career opportunities, job satisfaction, flexibility and a creative work environment. New technologies will make other demands of future employers.

To meet the long-term recruitment of professionals with both graduation and high school skills, interaction with education is important. To be able to offer internships and trainee places and clinical education helps to create an understanding of the profession and provide valuable practical experience for future employees. Employee agencies' knowledge, skills and commitment are among an employer's primary competitive advantages. Diversity is something that develops the business and drives it forward.

A good introduction is equally important for the municipality as for the employee. To provide good introductions is a good way to attract, recruit, retain and develop employees.

Introduction lays the foundation for further work. It is not enough with theoretical skills. All newly recruited employees need to move from facts to understanding to get into the routines and tasks. In order to offer security, participation and good quality it is important that all our newly employees get a good start to his/her new job.

Through a good introduction we get a quality-assured work. All employees are given good conditions for professional approach and values to the work, this increasing the quality of care. Good introduction reduces misunderstandings at work. A good introduction leads to a greater interest in the profession, which in turn leads to an attractive employer. The procedures also apply where the employee has been out on leave, an internal reshuffle and so on.