

### Development of a Recruitment Guide

A recruitment guide is a formal document that details the process to be followed to attract applicants to a job. It should be based on the organization's staffing flowcharts, if available. Included in the guide are details such as the time, money, and staff required to fill the job as well as the steps to be taken to do so. An example of a recruitment guide is shown in Exhibit 5.4.

Although a recruitment guide takes time to produce—time that may be difficult to find in the face of an urgent requisition to be filled—it is an essential document.

#### EXHIBIT 5.4 Recruitment Guide for Director of Claims

**Position:** Director, Claims Processing

**Reports to:** Senior Director, Claims Processing

**Qualifications:** 4-year degree in business  
8 years' experience in health care, including 5 in claims, 3 of which should be in management

**Relevant labor market:** Regional Midwest

**Timeline:** week of 1/17: Conduct interviews with qualified applicants  
2/1/11: Targeted hire date

**Activities to undertake to source well-qualified candidates:**

Regional newspaper advertising

Post job opening on company website

Request employee referrals

Contact regional health and life insurance associations

Call HR departments of regional health and life insurance companies to see if any are outplacing any middle managers

Contact, if necessary, executive recruiter to further source candidates

**Staff members involved:**

HR Recruiting Manager

Senior Director, Claims Processing

VP, Human Resources

Potential peers and direct reports

**Budget:**

\$3,000–\$5,000

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