



Title: PATH to Success: An Innovative and Inclusive Approach to Recruitment

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Objective of program:

As Mayo Clinic responded to the COVID-19 pandemic, the lack of a sufficient workforce for key roles was identified as a significant risk. These roles included the front line of COVID-19 protection and enforcement of safety policies at patient entry points and throughout the facility. Initially, this work was staffed by Mayo Clinic employees that were furloughed and re-deployed. As practice returned to normal operations, the lack of staff to do this very important work escalated. To overcome this risk, an innovative, inclusive approach to recruitment, that optimized the ability to recruit, train and retain a new workforce was required which resulted in the creation of the Patient Arrival and Throughput Team (PATH).

Planning:

With intentional community engagement through postings and virtual job fairs at Rochester Community and Technical College, the University of Minnesota Rochester, Project SEARCH, Project Legacy, and Hawthorne Adult Education Center, Mayo Clinic was able to expand our reach to candidates. Additionally, by conducting listening sessions, surveys and soliciting informal feedback from staff serving in the role and potential candidates applying for this position helped identify the barriers in the process which included requiring a resume, interview process, and business formal dress code. There was also a need to expedite the orientation and onboarding process to get the staff hired and onboarded as soon as possible.

Implementation methods:

In partnership with HR, recruiters utilized a variety of tactics during a 6-week recruitment timeframe including online job posting and virtual career fair on weeknights and weekends, engagement with community organizations, and changing submitting a resume from required to preferred. Then once candidates were selected, HR utilized a novel self-scheduling software to schedule 20-minute interviews, took extra time to explain the business casual dress code, and streamlined partnership with occupational health to offer expedited employment physicals. With the success of recruiting this new diverse workforce, it was important for Mayo Clinic to retain this talented group of individuals. To accomplish this, a talent management program was created which included a resource guide for career development, inclusive of resume and interview preparation resources and tool for employees to understand and explore other roles at Mayo Clinic.

Results:

Recruitment and Retention:

- 599 applicants
- 260 interviews completed (43% of applicants)
- 234 offers (90% of those interviewed)
- 209 offers accepted (89% of those offered, 33% minority candidates)
- Over 64% retained in over 20 different roles across the organization

Conclusion:

The reimagined recruitment process was successful in recruiting a large entry-level workforce quickly, and connections throughout the organization ensured retention of those staff member's long term. Key success factors included community engagement, streamlining of the application and interview process, effective onboarding, and creating a talent management program. In addition, Mayo Clinic experienced increased diversity in our workforce. The process is being extended to other applicable work units that are experiencing challenges with recruitment.

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