



■ HUMAN RESOURCES  
DEPARTMENT

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## Hard to Fill Positions Department Reference Guide

### Posting the position

- PIQ, PAR and appropriate requirements must be completed prior to posting position.
- Define primary responsibilities prior to the job opening.
  - o These should allow departments to pinpoint the main aspects of position which would determine if the position will be Hard to Fill (HTF).
  - o When posting the position, placement on the U of L website should include the main aspect of position as well as any additional responsibilities needed.
- Departments should seek external advertising outside of the U OF L site.
  - o Job News Louisville & Courier Journal:
    - These reach a local audience only.
  - o By seeking advertisers that are specific to the departmental position, we may find more applicants are willing to accept a lower-paid position at U OF L.
    - Be creative in placement of external ads as these may be the best option for harder to fill positions such as research in such fields as, for example, Cytogenetics.
    - Options for external advertising include the following:
      - Chronicle of Higher Education <http://chronicle.com/advertising/>
      - Science Careers Forum <http://sciencecareers.sciencemag.org/>
      - Scientist Careers - <http://career.the-scientist.com/Jobseekerx/>
      - Journal for American Academy of Nurse Practitioners
        - o [www.nursingcenter.com/CareerCenter/index.asp](http://www.nursingcenter.com/CareerCenter/index.asp)
        - o [www.npjobs.com](http://www.npjobs.com)
      - National Job Bank – <http://jobs.joe.org>
      - Yahoo Hot Jobs – <http://hotjobs.yahoo.com/>
      - Careerbuilder.com – Depts can go through HR for this site
- While promoting external advertising, departments may need to include the benefits U of L currently offers for further incentive to apply.
  - o Benefits include:
    - Health, Vision, Dental Insurance
    - Tuition Remission
    - Campus Health Initiative Programs
    - Discounts for U of L employees
    - Retirement Programs – available after one year
    - PC Loan Program – available after one year

### **Filling the position**

- Hard to Fill position searches usually take longer than average to complete.
  - Reps will request status updates on a biweekly or monthly basis.
    - This will assist department as ES is actively interested in assisting with the search.
    - This will provide the department with a direct HR consultant in the case of questions or concerns.
  - In the event the HTF search continues to be void, ES will work with department contact to determine if the duties and responsibilities of the position are still accurate.
    - Review of the position may make apparent the need for a new title, classifications that are appropriate to the proposed salary.
    - Again, hands on guidance for searches will increase the likelihood of filling the position.
    - In the event a candidate selection is pending due to requirements made for Foreign Nationals, the department should make sure ES is aware of the delay and document the preferred candidate has been selected.
  - Based on the position, the department may want to increase the wage/salary to promote the longevity (and immediate retention) of the incumbent.
  
- Once the department has completed all interviews, ES should be notified of the preferred candidate.
  - Justification must be made available from the department to ES in order to assist with determining an agreeable rate of pay.
  - Additional funding may be allocated within the department to supplement limitations currently within the U OF L wage/salary ranges.
  
- In the case that a candidate refuses an offer, the department should work with ES to determine the cause for the refusal.
  - ES will direct department to select a second candidate for the position.
    - This candidate should be from those previously interviewed.
    - If second candidate is not available, encourage department to re-screen applicant pool for new candidates.
  - Repost the position only after department has been unable to select a candidate from the pool
  
- During the course of this process, ES and the department should document cause and procedures taken to fill the position. Any and all rejections based on monetary compensation alone should be documented and reported appropriately to prove the need to bring the position to those currently available at market rates.
  - Documentation of search must be retained for a minimum of three years.
  - Any changes or updates to documentation must be reported to ES in order to ensure resolution is reached and all conflicts regarding the fill of position have been resolved.