



■ HUMAN RESOURCES  
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## Hard to Fill (HTF) Positions Process & Reference Guide 2008

### Purpose

The purpose of this guide is to provide recruitment guidance and support to University departments for positions identified as hard to fill. Hard to fill positions are typically those positions that either exist in a very competitive market or require such select or specific skills and experience that the pool of available candidates is narrow.

### Process

- 1) Identify a position as hard to fill (HTF).
  - The Department identifies a position as HTF when they lack a qualified pool of candidates after two or more weeks of posting and advertisement. The Department may also identify a position as HTF based on previous experience with the same or similar position.

OR

  - Employment identifies the position as HTF if the position is vacant for more than 60 days of active advertising and candidate search.
- 2) Employment will meet with the Department to identify what makes it a HTF position.
- 3) Employment will offer recommendations on how to recruit for the HTF position. Recommendations will include advertising and candidate sourcing strategies, interviewing and selection techniques, and employment offer strategies. In some cases the recommendation may include review and possible revision of the job requirements to expand the pool of qualified candidates.
- 4) The Department will proceed with recruiting, applying their selected strategies and techniques.
- 5) After 30 days from posting HTF position with recommended strategies, Employment and the Department will review recruiting success and discuss continuing or future strategies as needed. The Department can request additional review and strategy recommendations at any time.
- 6) When the position is filled, the Department and Employment will discuss and document the strategies and techniques that contributed to the successful hire.
- 7) If the HTF position remains vacant after recommended strategies are applied, the Department considers canceling the position if the candidate pool remains unqualified.

### **Job Advertising Options**

UofL standard options posted through Human Resources and primarily reaching local candidates:

- UofL Website
- Courier-Journal print & Career Builder web
- Job News Louisville print & web
- Job News Louisville radio and television

Another popular local option:

- Greater Louisville Works <http://www.greaterlouisvilleworks.com/>

Departments may seek advertising sources that focus on specific career fields:

- 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
  - [www.nursingcenter.com/CareerCenter/index.asp](http://www.nursingcenter.com/CareerCenter/index.asp)
  - [www.npjobs.com](http://www.npjobs.com)

To reach a broad range of candidates:

- Yahoo Hot Jobs <http://hotjobs.yahoo.com/>
- Monster <http://www.monster.com/>

### **Benefits**

While promoting external advertising, departments may include the benefits U of L currently offers for further incentive to apply. Benefits include:

- Health, Vision, Dental Insurance
- Tuition Remission
- Get Healthy Now Health Initiative Programs
- Purchase Discounts for U of L employees
- Retirement Programs – available after one year

When interviewing candidates, do not underestimate the value of the work experience:

- Campus Environment
- Educational Culture
- Diversity
- Variety of Job Opportunities
- UofL specific strengths – Research, Healthcare, Arts, Athletics

### Hard to Fill Positions Process Flowchart

