

# Research on Precise Recruitment Strategy of Hospital Talents Based on Post Competency Model

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**Abstract:** This study focuses on the precise recruitment strategy of hospital talents based on the post competency model. Through the analysis of the current situation and problems of hospital talent recruitment, this paper expounds the method and significance of the construction of post competency model. This paper discusses in detail how to design accurate recruitment process based on this model, including job analysis, competency assessment tool development, recruitment channel optimization, and improvement of interview and selection links. The aim is to provide scientific and effective talent recruitment theoretical basis and practical guidance for hospital human resource management, to improve the quality of hospital talent team, enhance the core competitiveness of hospitals, better meet the needs of medical services and promote the sustainable development of hospitals.

**Keywords:** Post competency model; Hospital personnel; Precision recruitment

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## 1. Introduction

In today's increasingly competitive environment in the medical <sup>[1]</sup> industry, the development of hospitals cannot be separated from high-quality talent teams. As a key link of hospital human resource management, talent recruitment is directly related to the quality of hospital medical service, scientific research level and overall operating efficiency. However, the traditional hospital talent recruitment mode often has many limitations, and it is difficult to accurately select talents who meet the job needs <sup>[2]</sup>. The accurate recruitment strategy of talents based on the post competency model comes into being, which provides new ideas and methods for hospitals to solve the difficult problem of talent recruitment.

## **2. Current situation and problem analysis of hospital talent recruitment**

### **2.1. Formalization of recruitment process**

In the recruitment process, many hospitals pay too much attention to hard indicators such as academic qualifications and professional titles, while ignoring the actual job competency of candidates. The recruitment process often follows a fixed pattern, such as simple resume screening, written tests and interviews, lacking in-depth exploration of candidates' comprehensive qualities and potential abilities.

### **2.2. Unclear job requirements**

Some hospitals do not carry out in-depth and detailed analysis of positions before recruitment, resulting in ambiguous job demands. The recruiter does not know the core skills, knowledge and qualities required for the position, and can only judge the suitability of the candidate based on subjective experience<sup>[3]</sup>. This makes the recruitment result more random and uncertain, and may recruit personnel with low matching degree to the position, which affects the normal development of hospital work.

### **2.3. Single assessment method**

Traditional hospital recruitment mainly relies on written examination and interview, of which the written examination mainly focuses on professional knowledge assessment, while the interview is mainly structured interview with a relatively simple form<sup>[4]</sup>. This assessment method is difficult to comprehensively and accurately evaluate the job competence of the candidates.

## **3. Construction of post competency model**

### **3.1. Determine the elements of post competency**

Through detailed analysis of the work tasks, responsibilities and working environment of each post in the hospital, the key behaviors and results required by the post are determined. Experts in related fields within the hospital, including senior doctors, head nurses, and human resources experts, were convened to discuss and determine the elements of post competency<sup>[5]</sup>. With extensive clinical experience and expertise, the experts conduct a comprehensive assessment of the position, complementing and refining the competency elements initially identified through job analysis.

### **3.2. Competency model classification and description**

After determining the factors of competency, each factor is graded and the behavior at each level is described in detail. Take the competency factor of "clinical diagnostic ability" of doctors as an example. Primary doctors can make preliminary diagnostic assumptions based on the basic symptoms and signs of patients and apply the medical knowledge they have learned, but may need the guidance and further examination of superior doctors to verify the diagnosis<sup>[6]</sup>. Intermediate level doctors can independently diagnose common diseases, accurately analyze various examination results, formulate reasonable treatment plans, and effectively monitor and adjust the changes in the treatment process<sup>[7]</sup>. Advanced doctors has extensive experience in the diagnosis of difficult diseases, and is able to use a variety of diagnostic techniques and methods to make rapid and accurate diagnosis, develop personalized treatment plans for patients, and play a leading and guiding role in the medical team.

### **3.3. Model verification and improvement**

The constructed post competency model needs to be verified to ensure its validity and reliability. Methods such as questionnaire survey and behavioral event interview can be used to collect data of in-service employees and post related personnel to verify and adjust the model.

## **4. Precise recruitment process design of hospital talents based on post competency model**

### **4.1. Accurate position analysis**

According to the post competency model, the hospital recruitment job description is refined. In addition to conventional job information, such as job name, job responsibilities, working hours, and other information, the competency elements required for the job and corresponding behavioral requirements are elaborated <sup>[8]</sup>. In combination with the hospital's talent development strategy, the post development path is clearly defined in the job analysis, and the career promotion prospects in the hospital are shown for the candidates.

### **4.2. Develop competency assessment tools**

Change the traditional written examination mode of purely assessing professional knowledge, and increase the examination of relevant knowledge and ability of post competency. For example, for nursing positions, case analysis questions can be designed, requiring candidates to analyze nursing points, formulate nursing plans, and examine their clinical nursing thinking and ability to comprehensively apply nursing knowledge based on given patient information <sup>[9]</sup>. In the interview process, the structured interview and behavioral interview are combined. Structured interview is used to examine the basic qualities, professional knowledge and general abilities of candidates, such as communication and expression skills, teamwork skills, and others. Behavioral interviews focus on the past behavior of candidates to predict their future behavior in the position <sup>[10]</sup>. Psychological assessment tools are introduced to evaluate the job candidates' professional character, ability to bear psychological pressure, professional ethics and other psychological characteristics.

### **4.3. Optimize recruitment channels**

Fully utilize the hospital's internal talent resources, establish an internal recruitment information platform, timely release job vacancy information, and encourage internal staff to recommend suitable candidates or self-recommendations. For internal employee recruitment, certain priority can be given or the recruitment process can be simplified based on their work performance and achievements in the hospital <sup>[11]</sup>. Establish long-term cooperative relations with professional recruitment websites and talent markets in the medical industry, accurately advertise recruitment advertisements, and improve the exposure and pertinence of recruitment information <sup>[12]</sup>. These professional platforms bring together a large number of medical industry talent resources, which can help hospitals quickly find potential candidates who meet the requirements of job competency. According to different post needs of hospitals, medical colleges and universities are selected for campus recruitment <sup>[13]</sup>. Work with your school's career center to get an early look at top graduates and conduct on-campus information sessions and recruitment campaigns.

### **4.4. Optimization of interview and selection**

The interview team consists of personnel from the hospital's human resources department, the head of the

employing department, experts in related fields, and external industry experts (if necessary) <sup>[14]</sup>. Different members evaluate the candidates from different angles, and the human resources department pays attention to the candidates' comprehensive quality and career development potential. The person in charge of the employing department focuses on the matching degree and actual working ability of the candidate and the position. Experts keep a check on expertise and skills. In the interview process, the interviewer should inquire deeply about the past experience of the candidate, especially the key events related to the job competency <sup>[15]</sup>. By asking for details, we can understand the behavior, thinking mode and decision-making process of candidates in specific situations, and judge whether they really have the competency required for the position <sup>[16]</sup>. After the interview, the interview team makes a comprehensive assessment and decision according to the performance of the candidate in each assessment process. The final recruitment list is determined by considering the candidate's competency score, career development potential, and fit with the hospital culture.

## **5. Implement safeguard measures**

### **5.1. Organizational security**

Set up a special leading group for talent recruitment, with senior hospital leaders as the leader, the head of the human resources department and the director of each department as members <sup>[17]</sup>. The leading group is responsible for overall planning of talent recruitment, formulating recruitment policies and strategies, coordinating and solving major problems in the recruitment process, and ensuring the smooth implementation of the precise recruitment strategy based on the post competency model <sup>[18]</sup>. For example, when formulating the annual talent introduction plan of the hospital, the leading group organizes a special meeting to determine the recruitment quantity, recruitment standards and recruitment process arrangement of various positions according to the needs of the hospital's discipline construction and business development, so as to ensure the orderly progress of the recruitment work.

### **5.2. Institutional guarantee**

Establish and improve relevant systems for talent recruitment, including regular update system of post competency model, standardized system of recruitment process, use of assessment tools and management system <sup>[19]</sup>. Clearly specify the operating standards, responsibility subjects and time nodes of each recruitment link to ensure the standardization and scientific recruitment work. For example, the post competency model should be comprehensively evaluated and updated every two years to adapt to hospital business development and external environment changes. Formulate a detailed operation manual of the recruitment process to clarify the specific requirements and procedures of each link from the post requirements to the recruitment of personnel, so that the recruiter can follow the rules.

### **5.3. Training support**

Conduct systematic training for personnel involved in talent recruitment, including human resource department recruitment specialists, interviewers, and others. The training covers the understanding and application of the post competency model, the use of assessment tools, interview skills and strategies, and recruitment laws and regulations <sup>[20]</sup>. Through training, improve the professional quality and business ability of recruiters to ensure that they can accurately understand and apply the job competency model for talent selection. For example, organize recruiters to participate in competency interview skills training courses held by professional training institutions,

invite internal experts to interpret the competency model training, so that recruiters can master the competency-based recruitment methods and skills, and improve the recruitment quality.

## 6. Conclusion

The precise recruitment strategy of hospital talents based on post competency model provides an effective way for hospitals to solve the drawbacks of traditional recruitment model. By constructing a scientific and reasonable post competency model, designing accurate recruitment process, optimizing recruitment channels, improving interview and selection, and providing corresponding implementation safeguards, hospitals can more accurately select talents with high competency that meet the needs of posts. This not only helps to improve the overall quality and professional level of the hospital's talent team, improve the hospital's medical service quality and scientific research ability, enhance the hospital's core competitiveness, but also lays a solid foundation for the sustainable development of the hospital. In the future hospital human resource management, the precise recruitment strategy based on the post competency model should be continuously improved and optimized to adapt to the ever-changing medical market environment and talent competition pattern.

## Disclosure statement

The author declares no conflict of interest.

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