

## Human Resource Policies and Guidelines

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Section:	2	Staffing
Subsection:	2.2.6	<b>DIFFICULT TO RECRUIT</b>
Type:		Guideline
Effective Date:		September 22, 2009

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### **GUIDELINE STATEMENT**

Difficult to recruit positions are based on a combination of factors including: competition history, assessment of internal candidates, retention and other job market factors.

### **INTENT**

To ensure the identification of difficult to recruit positions are undertaken in a consistent and transparent manner, based on a set of common criteria (e.x. identification of a position as difficult to recruit for advertisement purposes).

### **GUIDELINE APPLICATION**

When identifying a position as difficult to recruit, evidence should be provided for each of the following criteria:

1. Competition history – in the past three years, competitions for the same or similar position(s) have been repeated with limited or no success (e.x. no applications with minimum requirements, offers made rejected by candidates who have taken opportunities from other competing organizations).
2. Assessment of available internal candidates – assessment of internal candidates for underfill opportunities has been undertaken with no success (e.x. identification of candidates with development plans that meet the minimum requirements).
3. Retention factors – in the past three years, a high rate of exits among existing employee(s) in similar positions can be demonstrated. Exits are based on external factors (e.x. retention related to market conditions).
4. Other job market factors – other key factors that affect the ability to recruit candidates with the competencies required for the position (e.x. highly specialized skill set, job location).

### **PRACTICES**

A position is identified as difficult to recruit by a delegated staffing authority.

When advertising a difficult to recruit position, a [Media Request Form](#) must be completed and submitted to the Civil Service Commission for approval.

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### **ROLES AND RESPONSIBILITIES**

Subsections:

#### **Civil Service Commission**

Provide human resource staff with confirmation of difficult to recruit positions identified for approval for advertisement purposes.

#### **Human Resource Practitioners**

Ensure application of guideline when identifying a position as difficult to recruit.

### **RELATED POLICIES (or GUIDELINES)**

[Media Request Guideline](#)

### **AUTHORITY**

Civil Service Commission Minute - 10-09/10-9

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