

Cancer Clinical Studies Unit Hiring Efficiencies and Leadership Impact

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1. Background

The Mayo Clinic Cancer Clinical Studies Unit experienced a significant number of resignations following the COVID-19 pandemic. Historically, the unit also had high levels of turnover due to a lack of internal growth opportunities and understaffing that led to burnout. Because of this, the unit has had extensive periods of hiring for the Associate Clinical Research Coordinator (ACRC) and Clinical Research Coordinator (CRC) positions. This includes evaluation of unit workload, working with Human Resources (HR) to post positions, reviewing resumes, and interviewing and selecting candidates. This has resulted in interview fatigue in interviewers and has been a barrier to leadership participation in process improvements and active management of current employees.

2. Goals

The aim is to develop an efficient process for hiring high-quality candidates who have an interest in pursuing career growth internally at Mayo Clinic. By hiring candidates interested in extended tenure at Mayo Clinic, the goal is for extant staff to have a more manageable workload and decreased burnout that results in higher job satisfaction.

3. Solutions and Methods

Hiring for the unit is comprised of a team of two Program Managers (PMs), 3 Supervisors (SPVs), and three Team Leads (TLs). The PMs and SPVs meet at regular intervals to assess unit workload and number of positions needed. A single job posting for each job type is created, regardless of which leader requires that position to be filled. All resumes are reviewed by up to three PMs and/or SPVs. A tracking system with comments and standardized criteria are used to evaluate candidates for each position. A scoring system is used to determine whether a candidate will be interviewed. Interviewees are scheduled with all leaders' schedules in mind, with at least one SPV or PM on the interview and two other leaders included. This allows for flexibility and coverage. An additional scoring system is used by the interviewers to assess whether a candidate will be extended an offer, with a debriefing session to share feedback with the team of leaders.

4. Outcomes

By utilizing a team approach within leadership and hiring quality candidates, the time each individual leader spends on hiring tasks has been reduced, and the overall number of candidates needed has been decreased. Staff experience higher job satisfaction, and turnover due to burnout has been reduced.

5. Learned and Future Directions

Looking forward, there is an opportunity to incorporate a virtual interview system that allows for recorded interviews to be reviewed on-demand and reduce the number of evaluable candidates interviewed in a live setting.