

# *Application of Project Management in the Design and Implementation of Modern Hospital Recruitment*

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**Abstract:** In the 21st century society, everything is a project, and everything must become a project. With the gradual expansion of project management in various fields, a project-based management mode is emerging, which can control project costs, effectively allocate resources, achieve better allocation of resources, and improve organizational work efficiency. This paper takes the recruitment of clinical medical staff in XD hospital as the research object and hospital recruitment as a management research project. Through project planning management and comprehensive management, it proposes to guide the hospital recruitment project through project management, and to achieve the expected goal through careful planning and management of people and things. Good schedule management can ensure the healthy operation of the project, conducive to the completion of the project on time, and prevent capital risks. By strengthening project planning, organization and coordination, risk assessment and control, it provides a new perspective for the research of hospital recruitment, and explores the method of project management, which is of great significance to improve the effectiveness of hospital recruitment.

## **1. Introduction**

With the continuous development of national medical and health undertakings, the demand for hospital talents and the number of open recruitment of talents is also increasing. High-quality talents are the key to ensure the sustainable development of a hospital and improve the core competitiveness of a hospital. Human resource development and management is the main work of the personnel department, and talent recruitment is an important part of human resource development and management. An effective personnel recruitment and employment system not only continuously adds new forces for the hospital and realizes the reasonable allocation of human resources, but also can better stimulate the potential of personnel, achieve survival of the fittest, reduce training expenses, improve work efficiency. Effective recruitment and selection are therefore critical to hospitals. Scientific and effective management of recruitment design and implementation process can not only ensure the smooth progress of recruitment, reduce and avoid the interference of various accidental factors and work errors, ensure the objectivity, fairness and reliability of recruitment, but also help to reduce the consumption of human, material and financial resources in the recruitment process<sup>[1]</sup>. As an important management method and scientific management method

in the era of knowledge economy, project management is widely used and highly valued by many organizations. It plays an increasingly important role in the development and progress of society. Applying project management theories and methods to guide the implementation of hospital recruitment projects can effectively enhance the attractiveness of hospital recruitment, improve the efficiency of recruitment management and promote the sustainable development of recruitment [2].

## 2. Basic Theory of Project Management

Project management is an emerging discipline that combines planning management theory and management method developed in the middle and late 20th century. It is a management tool that modern organizations emerge at the historic moment in order to cope with the fierce external competition environment and the ever-changing market, and to maintain the rapid responsiveness and flexibility of the organization. With the continuous development of society, in today's organizations and institutions, a lot of work is carried out in the form of projects [3]. It can be found in many aspects of work, from big projects like building a building or developing a new drug to small projects like organizing a meeting or completing an event. Project management, taking the project as the object, in a certain time range, in order to complete a set goal, through a temporary specialized flexible organization, the implementation of effective planning, organization, leadership and control, make full use of established limited resources to achieve the dynamic management of the whole process of the project is a system management method [4].

## 3. Hospital Recruitment Overview

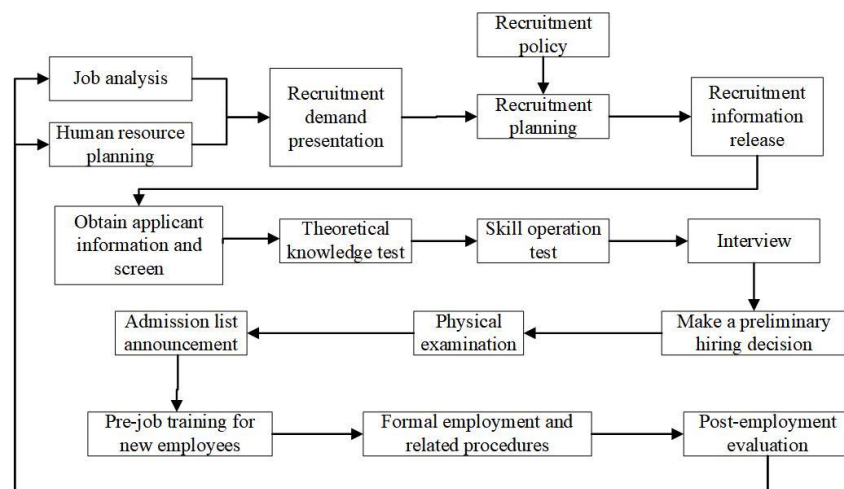


Figure 1: Recruitment process of medical staff in XD hospital

Recruitment is a complex, complete and continuous procedural operation process, which can be roughly divided into four stages: recruitment preparation stage, recruitment implementation stage, recruitment placement, post-employment evaluation, analysis and summary. Figure 1 shows the recruitment process of medical staff in XD Hospital. The evaluation methods adopted by XD Hospital in the recruitment of clinical medical staff mainly include theoretical knowledge assessment, professional skill operation test and interview, and the final decision on recruitment is determined by the comprehensive results of the three evaluations [5]. Among them, the theoretical knowledge examination is carried out in the form of written test, mainly to test the depth of knowledge in the field of clinical care, to understand the degree of mastery of professional knowledge. Skill operation test is mainly used to measure the applicant's ability to use professional knowledge and evaluate the applicant's practical working ability and practical ability. For medical

staff, skill operation test is an essential evaluation method, including basic clinical skill operation and professional skill operation [6]. The interview method is mainly unstructured interview without fixed mode and framework. The interviewers are composed of hospital leaders, director of Personnel Department, director of Medical department, director of nursing department and director of clinical department.

#### 4. Application of Project Management in Hospital Recruitment

##### 4.1. Application of Project Plan Management in Hospital Recruitment

###### 4.1.1. Establish Project Organization and Recruitment Team

The organization form of XD hospital is a traditional functional (linear) organization, that is, a hierarchical management organization composed of working departments according to management functions and their similarities. In this organization, each functional department works independently from other functional departments within its own functional scope, and each functional staff accepts the leadership of the corresponding functional department director [7]. The organizational design of recruitment work can be carried out through project management. The main business department involved in recruitment, namely the Personnel department, can be selected to take the lead. Under the leadership of the director in charge, the personnel Department director will be specifically responsible for the task. This practice adopts matrix organization form, which is not only conducive to the reasonable allocation and utilization of organizational resources, but also conducive to the horizontal connection and coordination of various management functional departments. The organizational structure of XD hospital recruitment is shown in Figure 2.

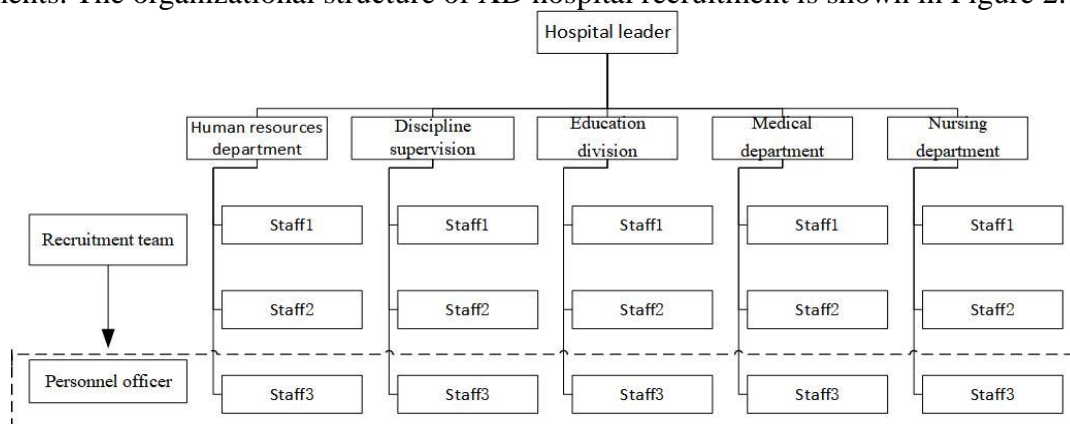


Figure 2: Schematic diagram of XD hospital recruitment organization structure

###### 4.1.2. Develop a Work Breakdown Structure and Define the Scope of recruitment Work

As a core method of project management, work breakdown structure (WBS) is mainly used in project scope management. It is a method to decompose and define each level of work package in the whole scope of the project. It can not only ensure the systematic and integrity of the project structure, but also the object of the project schedule, cost and expense estimation. In addition, through structural decomposition, the image of the project is transparent, so that people can see the project at a glance, and the project profile and composition are clear and clear [8]. The work structure of XD hospital is decomposed according to the ideas and steps of work breakdown structure compilation and combined with the actual situation of hospital recruitment, as shown in Figure 3.

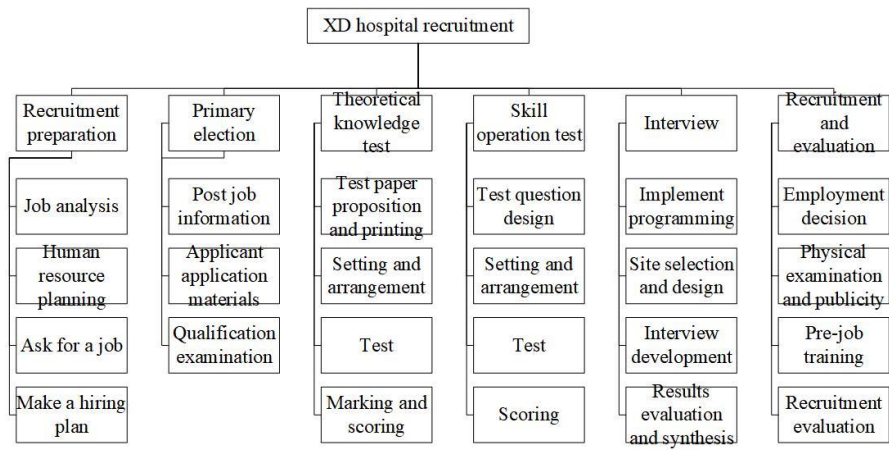


Figure 3: Breakdown structure of XD hospital recruitment work

On the basis of the establishment of the recruitment work breakdown structure, the responsibility allocation matrix is formulated to implement the decomposed work tasks to the individuals or departments concerned in the project, and clearly express their relationship, responsibility and status in the organization work, which can not only systematically clarify the mutual relationship between team members, It can also make members fully aware of their responsibilities in cooperating with others [9]. Since the responsibility allocation matrix can be used at any level of the work breakdown structure, this paper takes the theoretical knowledge test of XD hospital recruitment as an example to compile the responsibility allocation matrix, as shown in Table 1, where the symbol ▲ stands for "responsible", the symbol △ stands for "assist", the symbol ○ stands for "approval", and the symbol ● stands for "supervision".

Table 1: XD Hospital recruitment theory knowledge test responsibility assignment matrix

Department Activity	Human resources department	Discipline supervision department	Education division	Medical department	Nursing department
Test paper proposition and printing	○	●	▲		
Setting and arrangement of examination room	▲				
test	▲	●	△	△	△
Marking and scoring	▲	●	△	△	△

#### 4.1.3. Develop a Work Breakdown Structure and Define the Scope of recruitment Work

Time management is a key content in project management, its purpose is to reasonably arrange the project time to ensure the completion of the project on time, its main work includes the definition of project activities, tasks, activity sequencing, reasonable time limit estimation of each activity, the development of a complete project schedule and other content. Project milestone is a landmark event that has an important impact on the progress of project implementation. Making project milestone plan is conducive to the tracking and management of the project. Project milestone planning technology is an important technology to carry out project planning in the process of project implementation [10]. Based on the list of deliverables, it shows the condition or state sequence that the project must go through to achieve the final goal, and describes the state that should be achieved at each stage. According to the recruitment characteristics of XD hospital and the process of milestone planning, the final milestone figure is shown in Table 2.

Table 2: XD Hospital recruitment milestone chart

Milestone event	1-3	1-10	1-15	1-17	1-19	1-27
Recruitment plan made and completed	△					
Applicant qualification has been reviewed		△				
The theoretical knowledge test score is complete			△			
The score of the skill operation test is complete				△		
Interview score and overall score are completed					△	
Completion of physical examination and announcement of recruitment personnel						△

## 4.2. Application of Project Integrated Management in Hospital Recruitment

### 4.2.1. Strengthen Communication Management and Improve Recruitment Efficiency

Management is communication, and communication is the exchange of information. Projects need effective communication to ensure that the right information is obtained by the right people at the right time and at a low cost. Project communication management is an important part of project management, which refers to the overall management of various communication activities in different ways and contents in the whole process of the project. During the implementation of a project, information communication mainly includes interpersonal communication and organizational communication, and communication management is the link for the management of all aspects of the project and the connection between people, ideas and information, which is essential for the success of the project [11].

As shown in Figure 4, according to the process characteristics of the recruitment project of XD Hospital, the communication can be divided into early, middle and late stage. The early stage is mainly about the recruitment objectives, tasks and work assignment, the middle stage is mainly about the progress of the recruitment and problems in the process, and the late stage is mainly about the work that fails to achieve the expected effect after the recruitment. Build the solution.

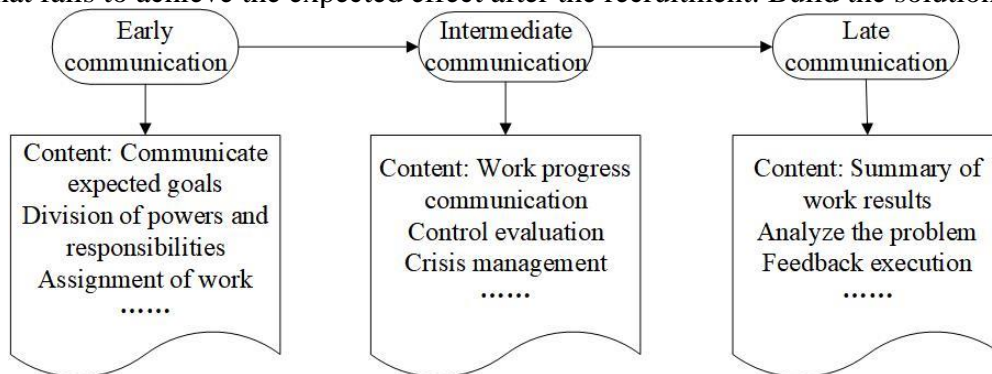


Figure 4: Flow chart of recruitment communication in XD hospital

### 4.2.2. Focus on Risk Management to Reduce Recruitment Losses

Project risk management is the project management team through risk identification, risk assessment and risk quantification, and on this basis, reasonable use of a variety of management methods, technologies and means, to carry out effective control of the risks involved in project activities, take active actions, create conditions, maximize the favorable results of risk events, and properly deal with the adverse consequences caused by risk accidents. Ensure that the overall objectives of the project are achieved safely and reliably at minimum cost [12]. On the basis of risk identification and assessment, XD Hospital avoids, mitigates and transfers risks by developing a

complete job description, setting up a recruitment team, standardizing the recruitment process, strengthening the training of recruiters, improving the quality of recruitment and other effective measures. The risk management model of XD hospital recruitment project is shown in Figure 5.

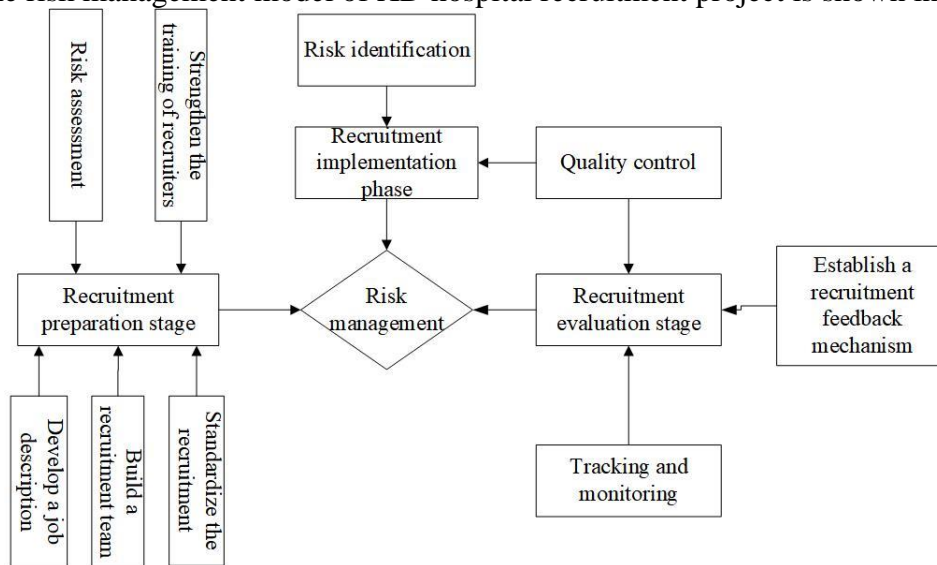


Figure 5: XD Hospital recruitment risk management model

## 5. Conclusion

In terms of the organizational operation mechanism of recruitment project management, XD Hospital fully considers the characteristics of the current organizational structure, effectively integrates the requirements of project management, chooses matrix organizational structure as the mode to ensure the smooth operation of the project, defines the responsibilities of the personnel, and solves the unified command problem caused by the multi-layer leadership and cross-subordination of the organizational structure. At the same time, the management coordination and interest conflict between the existing functional departments and the project team, project risk control and responsibility attribution are considered. Effectively break the barriers set by the organization, explore and establish a standard public hospital recruitment management system and operating mechanism of new ideas. Through the analysis of the recruitment project management examples in XD hospital management practice, this paper summarizes the management practice experience and suggests the great value of project management, in order to provide hospital managers with referential practical experience in hospital management.

In the application process of project management in hospital recruitment management, due to the differences in knowledge structure among project team members, there are still some blind spots in the cognition of project management theory, especially in the implementation process of project management, cross-departmental collaboration, seamless connection, effective communication between team members, etc. Therefore, in the recruitment preparation stage, project team members should be systematically trained on the connotation, characteristics, application constraints and theoretical frontier of project management, so as to strengthen the theoretical consensus of project management and enhance the consciousness of team cooperation. This is particularly important, because after the completion of the recruitment project, the team is disbanded, and these members who are familiar with the project work can bring the ideas and methods of project management back to the original department or department, laying the ideological and organizational foundation for the promotion of specific project results.

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