

# Recruitment and Retention Strategies

From Good to Great

Presented by  
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# Workshop Objectives

- Explore recruitment and retention strategies.
- Explore job satisfaction factors.
- Correlating the strengths of good management with successful recruitment / retention practices.
- Explore additional strategies.

# Recruitment

The background is a solid teal color. In the lower half, there is a faint, semi-transparent graphic of two hands shaking, symbolizing agreement or recruitment. The word "Recruitment" is centered in the upper half in a white, serif font with a slight drop shadow.

# Recruitment 101

- Recruitment and Selection
  - Be responsive and consistent in all staff decisions – hire individuals who possess your organization's core values.
  - Conduct thorough reference checks which should include review and employment history, education and certifications, or other background investigations in accordance with your personnel policies and practices.

# Recruitment 101

- **Organizational Culture**
  - Create and maintain a culture where high standards are established integrity is valued and others are fundamental.
  - Encourage communication and collaboration of employees, departments and organizational unity.
  - Provide consistent, visionary leadership – develop managers at all levels that have interpersonal and conflict resolution skills.
  - Provide a safe productive environment. Encourage safe practices – communicate practical responses to crisis situations.
  - Foster an environment where all employees achieve work / life balance.

# Create and Maintain a Hiring System

- This is one of the best strategies an agency can practice when it comes to effectively recruiting and retaining quality staff.

# Advertising Potentials

- Newspapers
  - Radio
  - Television
  - Job Fairs
  - Internet sites
  - Palm Cards (leaflets)
- The Grapevine  
Colleges/Universities  
High Schools  
Conferences  
Networking  
Temp Agencies

# Before the Interviews Begin

- Prepare your search committee. Give them job descriptions, make yourself available for questions and ask them to construct questions for the applicants.
- Develop a list of open-ended questions.
- Edit illegal questions.
- Construct a schedule with realistic timeframes.

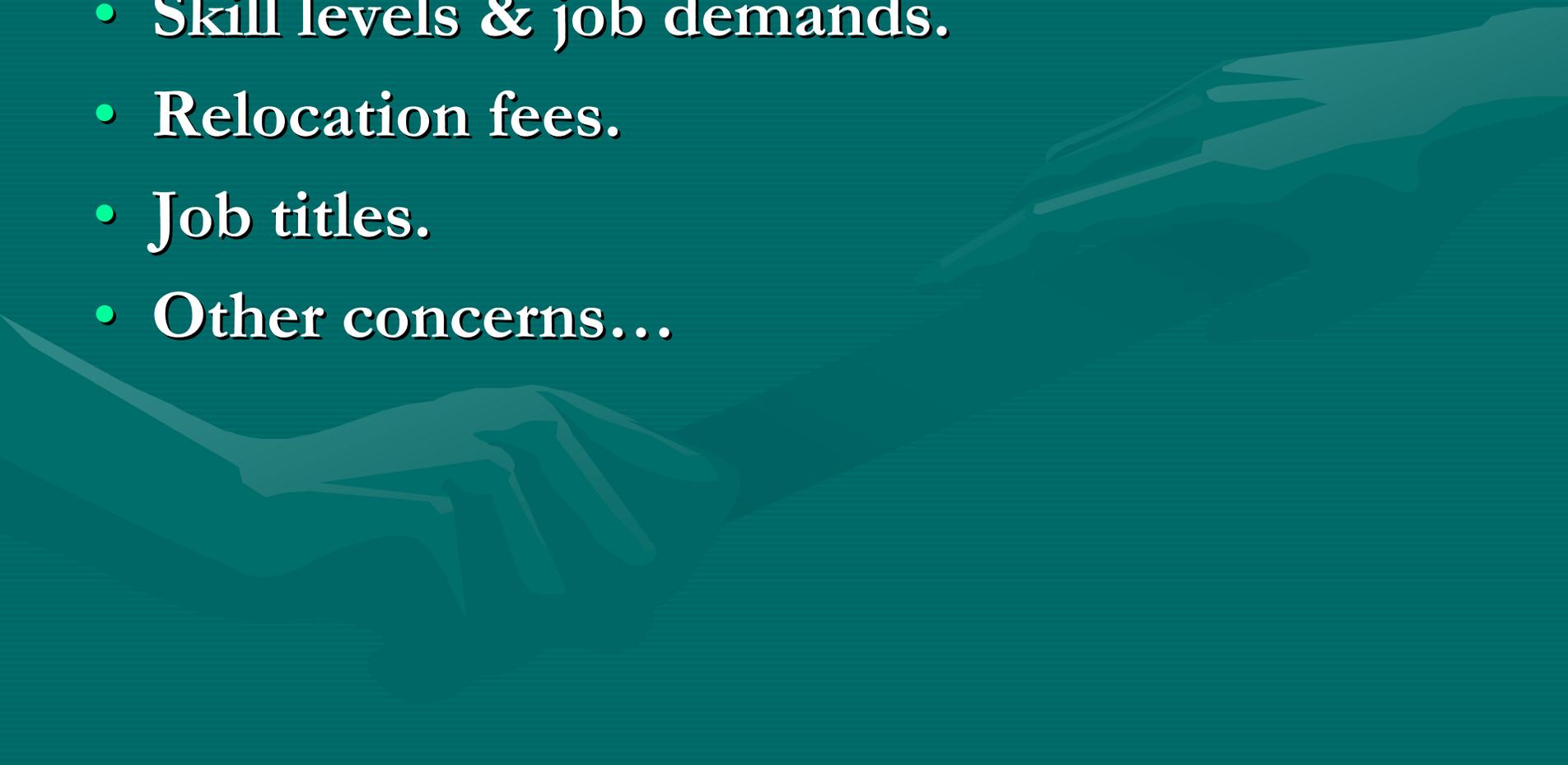
# Illegal interview questions specifically refer to an applicant's

- Age Children, babysitter
- Marital status Religion
- Sexual orientation Maiden names
- Ethnicity/Nationality Arrest record
- Able-bodiedness Home ownership
- Transportation ownership Military discharge
- Frats/sororities Previous addresses
- Previous work injuries

# Conducting the Interview

- Provide a job description to the interviews.
- Use your list of open-ended, legal questions.
- Talk about the culture of the agency.
- Probe, probe, probe.
- Ask for examples of their experiences (good/bad).
- Take notes during the interview.
- Allow for two sets of interviews before making final decisions.

# Negotiation Factors

- Salary & Benefits.
  - Skill levels & job demands.
  - Relocation fees.
  - Job titles.
  - Other concerns...
- 

# Retention



# Retention Strategies

- **Professional Development**
  - Provide advancement opportunities that promote promotion, job enrichment and job enlargement.
  - Foster an environment for job growth and an environment to improve performance.
- **Flexibility on the Job**
  - Flexible work schedule
  - Alternate work location
  - Leave programs
  - Holidays
  - Educational release time programs

# Retention Strategies

- **Recognition and Rewards**
  - Years of service program
  - Meritorious service awards
  - Flexible compensation programs
- **Personal Finance**
  - Retirement information
  - Student financial aid / fee markers for employees
  - Tax credit for low income employees
  - Texas Tomorrow Fund
  - Texas Grant Fund (college grant for students)
  - Consumer Credit Counseling Services
  - Credit Unions

# Retention Strategies

- **Performance Management**
  - Implement and maintain a performance strategy that ties individual performance measures to goals and objectives – hold staff accountable!
  - Manage employee performance through frequent and constructive feedback. Address performance through counseling, performance improvement and progressive discipline procedures.

# Retention Strategies

- **Compensation**
  - Consider both market conditions and funding considerations when determining compensation offerings.
  - Offer a total compensation and rewards package that is competitive and unique.
  - Present key operational milestones have been met
  - You count! Participation rates have increased!
  - Budgetary goals were achieved for the fiscal year as well as areas for future concentration.
  - Demonstrate that client outcomes have improved!
  - Ask the hard questions!

# Retention Strategies

- Conduct periodic job task analysis
- Define skills
  - Administrative
  - Case management
  - Direct service skills
  - Record keeping skills
  - Supervisory skills
  - Other
    - How important is this skill or activity in your job (Scale 1 to 5)
    - Have you received adequate training ( Y or N)
    - How important would it be for you to receive training in this skill or activity?
    - Designate the time spent performing these activities
- Management can use this tool to analyze the job tasks / relevance and need for additional resources.

# Recruitment and Retention Study

- **Why Do People Join Your Agency?**
  - Career Development
  - Benefits
  - Job Itself
  - People (friends working at the agency)
  - Location
  - Prestige / Environment

# Recruitment and Retention Study

- **Why Do People Stay With Your Agency?**
  - Benefits / Time Off
  - People (co-workers, friends at agency)
  - Great Atmosphere
  - Agency Activities
  - Training Opportunities

# Recruitment and Retention Study

- **Why Do People Leave Your Agency?**
  - Lack of Career Growth
  - Desire for More Responsibility
  - Lack of Recognition
  - Job (too much work, skills underutilized)
  - Issues with Salary, Bonus, Cost of Living
  - Issues with Management
  - Need for More Flexibility

# Recognition Strategies

- Develop a reward program for the staff when they work extra shifts on their days off
  - After the extra shifts are worked, reward staff with incentives (discount cards, movie tickets, gift cards [\$25 / \$50].)
  - Develop staff incentive plans to provide team incentives based on productivity goals.
  - Goals are determined at the entry level for management or at the department level for staff.
  - Establish group goals with predetermined measurable outcomes.

Make sure every employee knows that...

**“Their Work Makes a Difference”!**

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**Thank you for your attendance  
and participation**

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