Recruitment and Retention Strategies

From Good to Great

Presented by
Elaine Barber
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
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 polices 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 employers 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
- Marital status
- Sexual orientation
- Ethnicity/Nationality
- Able-bodiedness
- Transportation ownership
- Frats/sororities
- Previous work injuries
- Children, babysitter
- Religion
- Maiden names
- Arrest record
- Home ownership
- Military discharge
- Previous addresses
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”!
Thank you for your attendance and participation

Elaine Barber can be reached at:

The Greater Houston Partnership,
Workforce Development Division

713.844.3633
ebarber@houston.org