

Recruitment and Retention

Before you can start to plan your company's R&R strategy, research your current policies, procedures and standard practices.

This flow chart will help you streamline information during discussion stages.

A. RETENTION

42% of staff had not considered leaving their care post due to job satisfaction *CSAC 2006 Retention Survey

Those that had considered leaving gave the following reasons:

| | |
|----|-------------------------------|
| 1 | Undervalued |
| 2 | Stress |
| 3 | Communication |
| 4 | Worklife balance |
| 5 | Opportunities to learn |
| 7 | Training/Personal development |
| 8 | Pay & Conditions* |
| 9 | Job Security |
| 10 | Promotion opportunities |
| 11 | Supervision/Appraisal issues |
| 12 | Lack of support |

* Pay is often cited at exit interviews and may be used to avoid more confrontational reasons. Conditions inc things like sick pay, holiday entitlement, OT requests etc

TO DISCUSS/ ACTION PLAN

- Any additional points your company could add to above list
- Ways your organisation currently counteracts above 12 points before they become retention issues.
- Barriers to improving points 1 -12 within your organisation
- Discuss new ideas to counteract 1 -12.
- Action plan/timescale for agreed ideas.

B. RETENTION DANGER POINTS & WARNING SIGNALS

| | | |
|---|--|---|
| 1 | Appraisal - points and promises not actioned | - Additional points your company could add to list. |
| 2 | Sickness record | - How does your company currently manage danger points and warning signs. |
| 3 | Apathy | - Discuss ideas to counteract 1 - 9. |
| 4 | Working time - commitment | - Action plan/timescale for agreed ideas. |
| 5 | Reluctance to take on tasks | |
| 7 | Normal contributory in meetings to withdrawn | |
| 8 | Working to rule | |
| 9 | Requests for 1 to 1s | |

C. EXIT

| | | | |
|---|---|---|---|
| 1 | Who carries out exit interview ie HR, line manager, both etc | 5 | Methods to avoid the exit ie probe employee, resolve by relocation, restructuring |
| 2 | How ie face to face, questionnaire sent home, both, other | 6 | Follow up- do you keep in touch with the leaver? |
| 3 | How are records maintained | 7 | Discuss exit process and how to promote other care positions within the employer pool if adamant leaving you. |
| 4 | Any exit patterns ie seasonality, leaving for another sector, certain team, team leader, location etc | | |

D. RECRUITMENT - ISSUES TO OVERCOME

| | | |
|---|--|---|
| 1 | List known recruitment issues within your organisation ie rural area - staff unwilling to drive long distances, lack of transport, petrol costs, poor image for your particular field or your company or the care sector, lack of awareness, salary competition in your area, unsociable hours, lack of career development opportunities, low unemployment, loosing interest during application stages, can't cope with the training, misconceptions, CRB delays, personnel issues etc etc | - List your companies past and current recruitment issues. |
| | | - What staff benefits do you currently offer/don't offer/ plan to offer |
| | | - Possible future issues ie personalisation, increasing fuel costs etc |
| | | - How has/does your company counteract recruitment issues |
| | | - Discuss ideas to overcome recruitment issues |
| | | - Action plan/timescale for agreed ideas. |

New Recruitment Strategy

