



**“We’re looking for people who can help
make this company profitable again.
I’ll read your resumé for \$500.”**

Workforce Information Network (WIN)

Recruitment and Retention Toolkit



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Recruitment and Retention Toolkit

- Online
- Many chapters
- Multiple Quick Tools in each chapter, several resources for each QT
- Can use the whole chapter, QT or resource or drill down to your specific need



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Chapters to go live

- **How to Build a Recruitment and Retention Plan**
- **Stress in the Workplace**
 - **QTs on Stress, Frustration, Burnout and Compassion Fatigue**
- **Recruitment and selection QTs**
 - **Experiential hiring, Employing the disabled individual; Realistic Job Preview**
- **More to come**



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An introduction to WIN

Building a Recruitment and Retention Plan



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Why worry about R/R?

- BH workforce has a shrinking talent pool
- BH needs/demand will increase
- Turnover - losing organizational/client knowledge when you lose staff
- Retention – builds strong organizations



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There are many strategies to improve R/R in the behavioral health field

The most obvious is money – salary and benefits



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Many effective strategies do not involve wages and benefits

- Nearly 1 in 3 US workers ranked a better work/life balance as the most important job factor (pay was the second) (March 2008 survey conducted by HUDSON Research & Consulting)
- In the “Top 5 Reasons to Leave” survey 37% of employees gave stress as the top reason, pay was second. Employers thought the base pay was the top (52%). There is a disconnect!
Gallup survey, October 2007.



Building a R/R Plan involves

1. Determining how turnover and vacancies affects your organization
2. Understanding your organization's history in recruitment and retention efforts



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Building a R/R Plan involves

3. Deciding on the priority position
4. Analyzing that job position
5. Writing an accurate job description
6. Selecting strategies and then interventions



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**How do you start to build a RR
plan?**

**There is a chapter on this topic on
WIN**



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Step 1

Quick Tool

**Determine how turnovers
or vacancies affect your
organization**



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Where is the “pain”?

- Determine vacancy rates
- Turnover rates & voluntary turnover
- Average tenure of employees
- Average tenure of leavers
- Special characteristics



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WIN resources for this Quick Tool include

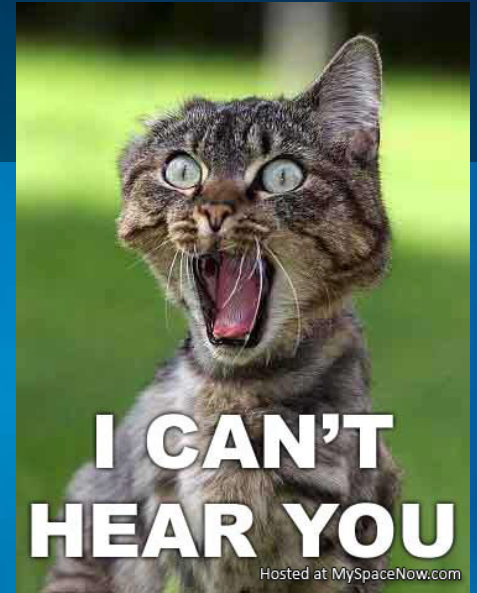
- A form to help you determine your rates
- An interactive link that will calculate turnover costs for Nonexempt, Exempt, and Executives
- Examples: A state prevention turnover cost analysis and a group home scenario.



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Step 2
Quick Tool
**Analyze your
organization's history
in R/R efforts**



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What has worked/not worked, why

- **Gather information from individuals**
 - Those with a “deliberate views”
 - Long term associations
 - Representatives of consumers, incumbents, HR, admin, board
- **Gather organizational materials**
 - Job description/ads
 - Policy material
 - Manuals



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WIN resources for this Quick Tool include

- Questions to ask of stakeholders
- Employee satisfaction survey sample
- Exit interview survey sample
- Template to summarize the data you have discovered



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These 2 steps are important

- Help to identify the precise problem
- Help in selecting strategies and interventions
- Provide a baseline for comparison
- Identify and encourage strategies that are working
- Identify what is not working



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Step 3

Quick Tool

**Decide on the priority -
what R/R problem will be
addressed**



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Decide where to concentrate

- **Generate a report on the finding of R/R research**
- **Select R/R advisory group members**
- **Convene the advisory group**
- **Select the R/R issues to address**



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WIN resources for this Quick Tool include

- A form to determine where the vacancy or turnover is most painful
- Tips to consider when selecting group members
- Getting the most out of your advisory/working groups



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WIN resources for this Quick Tool includes

- How to hold effective meetings
- Discussion Questions/Reflections template to use with the group
- A template to list factual information to form the basis of the Recruitment and Retention plan



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Step 4

Quick Tool

Analyze the job position



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Analyze the job position

- Gather information from incumbent or former employees
- Outline the job position in detail; 6-12 major job duties; 75 corresponding tasks
- Identify performance expectations and training needs



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Analyze the job position

- Identify the competencies, behaviors and other attributes for success
- Identify which tasks are critical, which are difficult to learn
- Define the job profile
- Verify the accuracy with other stakeholders/modify



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WIN resources for this Quick Tool include

- Steps to analyze a job position
- Template to document major job duties and tasks
- Discussion Questions/Reflections for critical and difficult to learn tasks



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Step 5

Quick Tool

Write a job description



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Write the job description

- Precisely convey job tasks
- Outline what is expected
- Define competencies (KSAs)
- Review exit and satisfaction surveys for that position
- Summarize data



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WIN resources for this Quick Tool include

- **Link to Realistic Job Preview QT**
- **Steps to writing an accurate job description**
- **Exit interview & satisfaction survey samples**
- **Job description template**



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Step 6

Quick Tool

Develop the Corrective Action Plan



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Develop Corrective Plan

- Identify your problem based on fact
- Define your outcome
- Identify and select a strategy
- Anticipate barriers and strengths
- Determine needed support



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WIN resources for this Quick Tool include

- Discussion Questions/Reflection
Selecting the strategy
- Determining Costs and Supports
worksheet
- Mini SWOT analysis template



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Step 7

Quick Tool

**Identify the interventions
that will meet your needs
from your selected strategy**



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Selecting Interventions

- **Decide on the intervention**
- **Determine who should be involved in the process**
- **Enlist support (cost, time resources)**
- **Develop an intervention plan/timetable**
- **Determine how you will assess**



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WIN resources for this Quick Tool include

- Discussion/Reflection Who to involve
- Action steps template
- Goal setting SMART & RACIN template
- Discussion/Reflection How to assess
- Examples of R/R intervention plans



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R/R plans are developed around these strategies

- **Recruitment and Selection**
- **Orientation**
- **Career Development**
- **Recognition**
- **Training and Supervision**



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Each strategy has several intervention options

Many you have probably tried
– some are new...

Quick Tools will provide “how
tos” and resources



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Recruitment and selection strategies could include

- Expanded recruitment sources
- Use of innovative or different recruitment practices
- Structured interviews
- Realistic job previews
- Experiential hiring/job tryouts



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Orientation strategies could include

- Focus on socialization to the agency
- Improved and longer orientation practices
- Mentoring programs
- Training newly hired to competencies



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Career development strategies could include

- Providing more defined career paths
- Succession training
- Job sculpting/flex time
- Internships to jobs
- Career lattice/ladders
- Use of house skills, grow your own experts
- Research opportunities



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Recognition strategies could include

- Enhanced career opportunities
- Formal and informal recognition programs (perks and fun)
- Internal and external communications
- Suggestion programs



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Training and supervision strategies could include

- Support and train supervisors
- Team building
- Participatory management
- Competency training to upgrade



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Each strategy will have multiple QTs and resources

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We need your input

- **Innovative strategies and case studies**
- **Suggestions on resources**
- **Identification of “good contacts”**
- **Feedback on topics**
- **Where is your pain?**



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Contact

mmurphy@ahpnet.com

or

rlandis@ahpnet.com

301 792-0265



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