

Appendix 3 - The 3Rs - Recruitment and retention of roles

Annie Clarke, Workforce Development and Training Project Manager at AdviceUK led this workshop that explored the issues of recruitment and retention for advice agencies in the current climate. The workshop set out the key principles for recruiting the right person to the right role; examined how organisations can improve their retention rates and considered different ways to identify development needs.

■ Recruiting the right person to the right role

This session considered the three key phases in recruitment - the pre-interview; interview and post-interview and offered suggestions for factors to consider in each of the phases.

Pre-interview	During interview	Post-interview
Create clear job and person specs	Consider the environment	Build in time to review candidates
Be clear how role links into organisation including the ethos	Put the role in context at the start of the interview	Offer feedback to unsuccessful members
Agree methodology e.g. agency and where you advertise	Give some background about the organisation	Make sure that feedback is done in a constructive way
Give dates for interview and second interview if possible	Get the best of people e.g. offer to repeat the questions	Take/ask for feedback on the recruitment process if capacity
Consider the format for the interview e.g. presentation, tests	Consider how they would fit into the ethos of the organisation and how they would work with existing team members	Review interview process
Be realistic about how many people you can see a day	Remember you are being interviewed too!	Reference checks before formal contract
Decided on interview panel	Allow time for the interviewee to ask questions	Consider induction

Pre-interview	During interview	Post-interview
Flexibility with interview times		Have you conveyed probationary period?
Identify any “reasonable adjustments you need to make		
Agree scoring criteria with panel members		

■ Retention

The session also looked at the retention of staff by considering the positive and negative aspects of staff retention and highlighting some methods of retention as well as some tips on exit interviews for those staff that are leaving.

Positive	Negative
<ul style="list-style-type: none"> ■ More senior role ■ Secondment ■ To re-train ■ Completed fixed-term contract ■ To change direction ■ Set up own business ■ Retirement ■ To have a baby 	<ul style="list-style-type: none"> ■ Unfulfilled ■ Redundancy ■ Uncertainty ■ Lack of support ■ Lack of career development opportunities ■ Lack of challenge ■ Stress ■ Bullying

Methods of retention and to avoid recycling:

- Job previews

- Thorough induction, supervision and appraisals
- Make line managers accountable for staff turnover
- Career development and progression e.g. qualification and career routes
- Involve employees in organisational development
- Be flexible on working hours and times
- Treat people fairly and give ongoing constructive feedback
- Ensure managers seek feedback and take action
- Job security - including openness and honesty when going through security
- Use exit interviews to establish improvement

Exit Interviews

- Identify what work leaving staff actually do and how it relates to their existing job descriptions
- Identify their reasons behind their decision to leave
- How to improve support for new and future staff
- Identify any trends in who is leaving
- Help you plan for short, medium and long term changes across the organisation or department e.g. in terms of new roles, salary levels.

■ Ways to identify development needs

The workshop looked at ways to identify development needs for new and existing staff and identified a range of methods of staff development that might be useful.

New staff	Existing staff
<ul style="list-style-type: none"> ■ Recruitment questions including interview questions ■ Application form ■ Selection method - presentation at interview 	<ul style="list-style-type: none"> ■ Supervision ■ Appraisal ■ Informal chats ■ Day to day occurrences in course of work

New staff	Existing staff
<ul style="list-style-type: none"> ■ Induction ■ First supervision session ■ End of probationary period interview ■ References may identify some minor areas for improvement, e.g. time management 	<ul style="list-style-type: none"> ■ Team meetings ■ Peer meetings ■ Observation - noticing improvement or flaws in their work ■ Exit interviews ■ Training needs analysis

The types of staff development methods outlined in the workshop included -

- Coaching: Improving the performance of someone who is already competent
- Mentoring: The passing on of support, guidance and advice
- Shadowing: Observing a job holder in action with the goal of learning about their role
- Training: The acquiring of knowledge, skills and competence
- Action learning sets: Learning by sharing real problems with others and identify techniques to resolve issues