

Recruitment and Retention: Discussion Flashcards

These questions will help you to kick-start debate in your organisation about what is being done, and what could be done, to improve recruitment and retention.

There is no one blueprint – the important thing is to get the debate started and to ensure that it continues.

Further details on the research findings from which these questions are drawn can be found in the report *Recruitment and retention: A public service workforce for the twenty-first century*, also available on this website.

What do you know about your current workforce?

- Do you collect and collate routine staff profile statistics?
- How long do staff stay with your organisation?
- What is the age profile of your staff?
- Does your workforce mirror the diversity of your community?

What do you know about the staff who have left your organisation in the past year?

- Do turnover rates vary between departments? Is this appropriate?
- Do you have a turnover strategy?
- What triggered staff's decisions to leave?
- What type of jobs and organisations do leavers move on to?
- Are exit surveys or interviews routine?

Do you know what staff like/dislike about working in your organisation?

- Have you asked them?
- Do you run staff satisfaction surveys?
- How can dislikes be improved and likes consolidated?
- Do you know what motivates your staff to do the jobs that they do?

Is the best use being made of all staff's skills?

- Does everything that staff do amount to a good use of their time?
- Are job descriptions up to date? Are all the qualifications listed necessary for the job?
- What is the skill mix in your organisation?
- Can enhancing roles for some reduce workloads for others?

What are the main sources of stress for staff during their working day?

- How many days were lost due to stress-related absence last year?
- How is sickness absence managed in your organisation?
- What can be done to relieve stresses?
- Do managers know who's under stress?

What flexible working arrangements are available to your staff?

- Are staff aware of the flexible working arrangements available?
- Are staff taking up flexible working arrangements?
- What barriers are there to staff taking up flexible working arrangements?
- What childcare facilities do your staff have access to?
- Are staff who work shifts able to self-roster?

Are professional development programmes in place for all of your staff?

- Do staff have regular one to one meetings with their line managers?
- Do staff have regular performance appraisals?
- What training opportunities exist for staff?
- Do all staff have a training and development plan?

What reputation does your organisation have as an employer?

- Would staff recommend your organisation as a good place to work to relatives and friends?
- What is the local media's image of your organisation?
- What was the last story about your organisation to appear in the local press?
- Do you know how you compare with other local employers?

How would you describe the management and leadership style of your organisation?

- How do staff and management communicate with each other?
- How well informed are staff about corporate decisions?
- Do staff feel involved in decisions that affect their day-to-day working?
- What was the last thing to be changed in your organisation as a result of staff feedback?

Who is responsible for recruitment and retention?

- Who leads on recruitment, retention and staff development? Are these seen as HR or strategic issues?
- How does HR work with operational managers?
- How long is the average time from advertisement to appointment? Can the application process be made quicker and easier for potential staff?
- What opportunities are there for partnership working around recruitment and retention with neighbouring organisations?