

# Tools and Techniques for Recruiting and Retaining a Committed and Competent Workforce

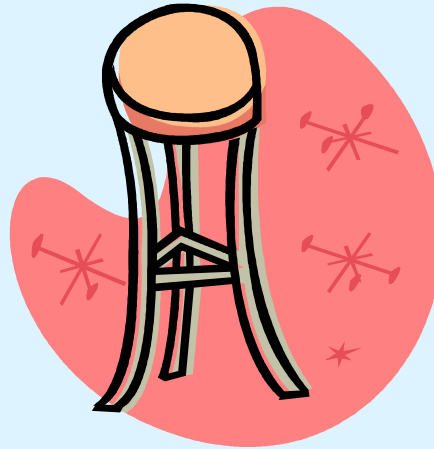
Nancy S. Dickinson, [ndickinson@ssw.umaryland.edu](mailto:ndickinson@ssw.umaryland.edu)

Tribal Maternal, Infant, and Early Childhood Home Visiting Grantee  
Kickoff Meeting, January 19, 2011

# Children's Bureau: Recruitment & Retention Grantees

- **University at Albany**
- **University of North Carolina Chapel Hill**
- **Michigan State University**
- **University of Iowa**
- **University of Michigan**
- **University of Southern Maine**
- **Fordham University**
- **University of Denver**

# Recruitment, Selection, Retention: A Three-Legged Stool



# Recruitment: Finding the Best

## Realistic Recruitment

- Presents an accurate picture of the job and the organization
- Promotes a more informed decision by the applicant

# Recruitment Strategies

- Tell the story
- Use insiders as recruiters
- Link your recruitment message to the unique characteristics and mission of your program
- Expand strategies
  - print, TV, internet, RJPs
  - Open houses and volunteer opportunities

**LOW** pay,  
a **ton** of paperwork,  
a **massive** caseload,  
**upset** parents?

**SURE,**  
**SIGN ME UP!**



Public Child Welfare Work.  
It's not for everyone.

It's for people  
who believe they can  
make a difference in  
a world of challenges  
and hard knocks.

**You know who you are.  
Find a job that matters.**

Contact your  
County Department of Social Services.

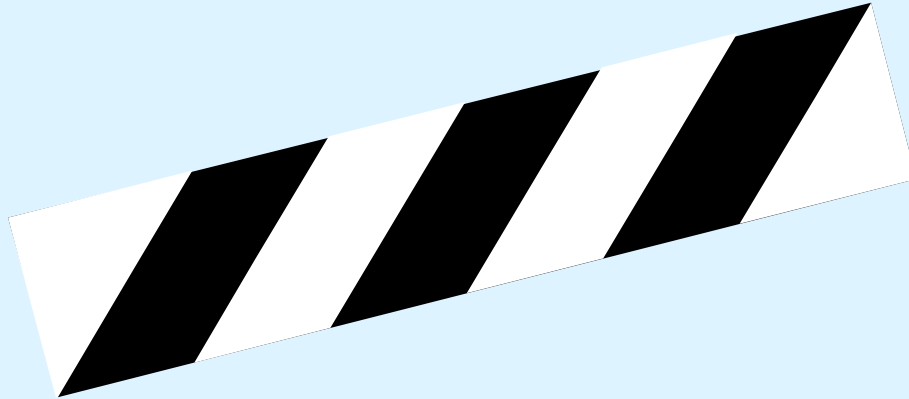


# Sample Advertisement

\_ Agency is a fast paced, supportive and stimulating place to work. We are looking for workers who desire challenging, meaningful work and welcome the opportunity to make a difference for families and children. If this describes you, consider applying for a position at....

You'll never be bored!

# Public Service Announcements





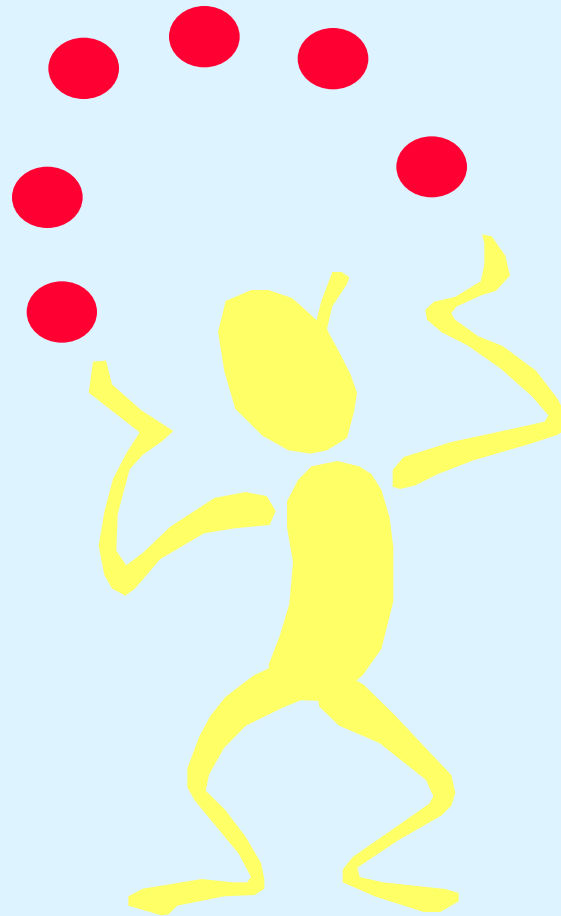
# Competency-based Selection: Hiring the Best

The better the fit between the requirements of the job and competencies of the jobholder...

The higher job performance and retention will be.

# Best Practice in Screening

- Job related
- Objective
  - focus on competencies
- Multiple assessments
- Consistent



# Types of Questions

- **Opinion**

- “Briefly describe why you are interested in this job.”

- **Past Behavior**

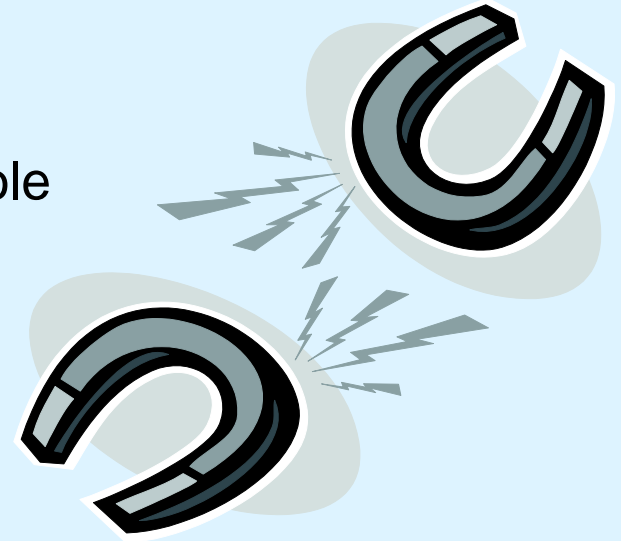
- “Describe a time when you couldn’t answer a question of a parent...what did you do?”

- **Situational**

- “Assume you’re going to visit a home; you knock repeatedly on the door but no one responds. Inside, you can hear a baby crying. What do you do?”

# Top 10 Push Factors

1. Mismatch between the person and the role
2. Mismatch between the person and the organizational culture
3. Expectations not met
4. Insufficient opportunities for growth and advancement
5. Insufficient recognition or appreciation
6. Problems with direct manager/supervisor
7. Dissatisfaction with pay
8. Stress
9. Lack of work life balance
10. Loss of confidence in the organization, particularly the leadership



# Building a Retention Focused Organization

- Supervisors and managers are the architects of organizational climate for their staff



# Supervision: Quality and Quantity

## •Practice Support

## •Learning Support

## •Emotional Support

- Accessible & regular contact
- Good communication skills
- Regular feedback on performance
- Effective work team
- Balance productivity and exploration of alternative service delivery approaches
- Has direct practice experience, knowledge, and skills
- Understands requirements and best practice
- Has ability to navigate bureaucratic and judicial hurdles
- Is concerned with welfare of staff
- Shows approval
- Is supportive and mentors staff
- Appropriately uses newly educated workers

# Organizational Climate and Retention

- Mission Driven
- Performance Based
- Affirming

# Retention Linked Questions

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- Does my supervisor, or someone at work, seem to care about me as a person?
- At work, do my opinions seem to count?



# Organizational entry...

- The process of making sense of the new environment
- Includes both facts and feelings

# Welcome

## ■ Version 1

- This is our philosophy.
- This is what we expect from you.
- These are our policies & procedures.
- This is a great place to work.

## ■ Version 2

- We were expecting you.
- We like you and that is why we hired you.
- We know you are nervous, it's only natural.
- We expect you to have lots of questions.
- We're here to answer those questions.

# Newcomer Interview

- Discuss strengths & expectations for the new position
- Tailor work expectations and begin to plan for success
- Clarify expectations
- Set the stage for future stay interviews

# Newcomer Interview Questions

- How are things the same or different than you thought they would be?
- Of all the things you have done so far, what has been most challenging?
- What talents or skills would you most like to use in your new position?
- What appeals most to you about the job so far? What concerns you most?

# What Do Employees Want Most?

They want to do a good job and need:

- Supervisor support & involvement
- Learning & development opportunities
- Supervisor availability & time
- Basic Praise
  - Personal
  - Written
  - Public
  - Electronic

