

RECRUITMENT , SELECTION AND RETENTION STRATEGIES

“Finding the Right Person, for the
Right Job, at the Right Time and
keeping them!”

Ms. Jenifer David

“Our organizations are all uniquely different but the overall mission to have the best and the brightest within is a common goal.....”

“The recruitment, selection and retention process must be driven by clear policies, accountability, shared responsibility but most importantly by professionals who have the capacity to deliver.....”

STRATEGIES

RECRUITMENT, SELECTION & RETENTION

An assessment of where we are right now, where we want to go and the gap between the two. Using HR innovation to come up with strategies to alleviate challenges and reduce the likelihood of potential challenges. Finding quick fixes do not work.

CHALLENGES & SOLUTIONS IN THE BVI

CHALLENGE

Scarcity/shortage of applicants for specialized vacancies (court reporting, environmental health specialists, engineers)



Create partnerships and linkages with the private sector and institutions of higher learning.

Surplus/abundance of applicants with the same specialties



Partnerships we have established and continue to expand upon with the private sector and statutory bodies.

SOLUTION

CHALLENGES & SOLUTIONS IN THE BVI

CHALLENGE

SOLUTION

Image of the Public Sector not comparable to the Private Sector

Aggressive marketing strategy to re-brand the Public Service as the “Employer of Choice.”

Inability to pay competitive salaries due to budgetary constraints.

We offer competitive benefits, career development & training, health & life insurance, pension benefits.

CHALLENGES & SOLUTIONS IN THE BVI

CHALLENGE

SOLUTION

Lack of technological processes to maintain demand for recruitment and selection.

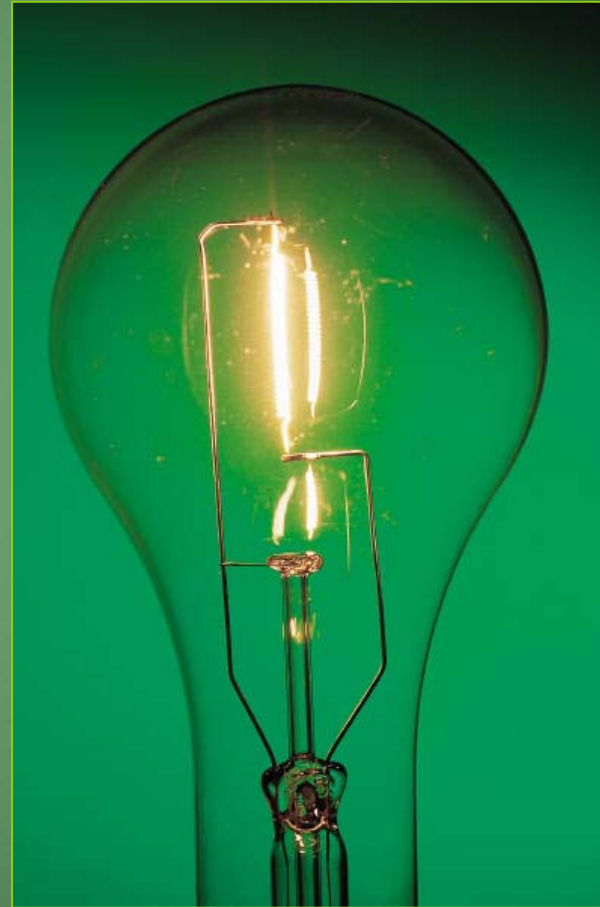
Acquisition of an HRIS database system that manages employment, training, succession planning, leave and other integral hr functions

Lack of definitive policies

Creation of employee handbook and an HR Policies and Procedural Manual.

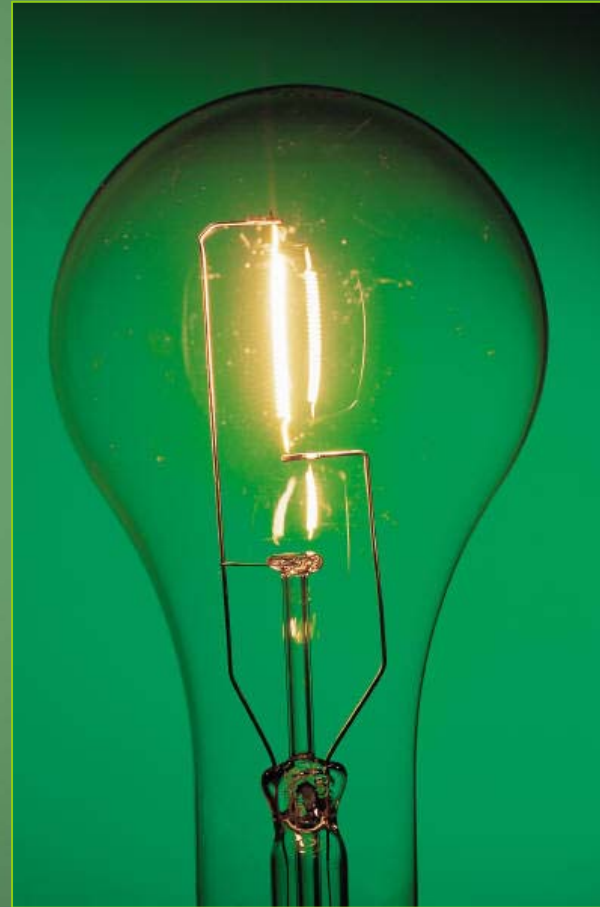
SUCCESSFUL TECHNIQUES

- ✓ **Targeted Recruitment-**
utilizing associations,
universities, professional
bodies
- ✓ **Utilization of
Assessment Centers-**
psychometric testing
- ✓ **Utilization of
Technology-websites to
target larger audience**



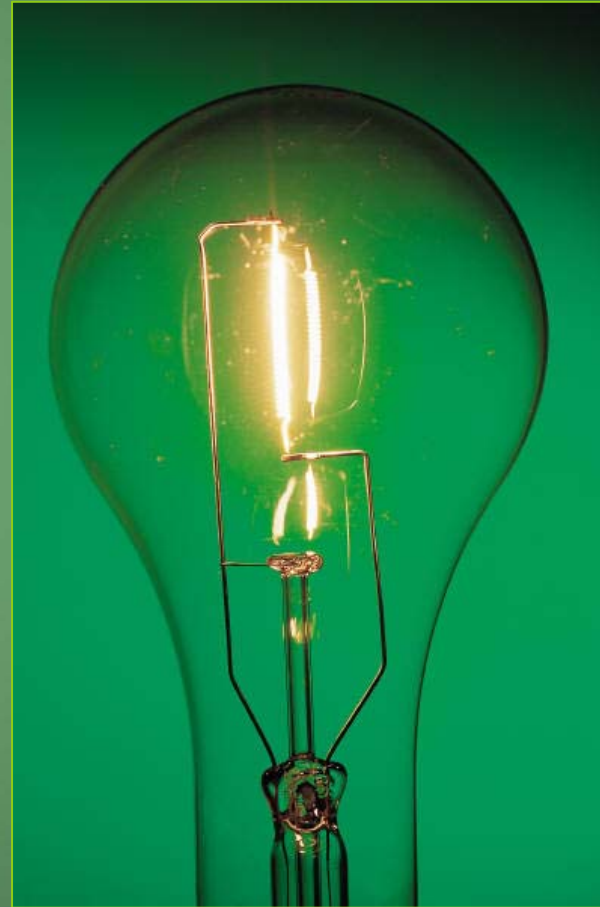
SUCCESSFUL TECHNIQUES

- ✓ **Direct head hunting-** targeting specific professionals to fill a specific need
- ✓ Head hunting at High Schools and College to attract potential candidates
- ✓ Utilization of Testing/Examinations
- ✓ **Offering incentives-** bonuses, special packages



SUCCESSFUL TECHNIQUES

- ✓ Ranking according to job related requirements
- ✓ Developing and utilizing competencies to select candidates
- ✓ Utilization of Internet and other technology



INTERNET AND OTHER TECHNOLOGY!

“While most organizations are utilizing some form of technology to enhance their recruitment and selection process, amongst the many successes, is the caution of knowing which strategy is best for each organization....”



RECRUITMENT & RETENTION

- A National survey/study of the changing workplace (SHRM) – asked employees what they considered to be very important in their decision to take an employment offer.
 - 1) Balance
 - 2) Meaningful Work
 - 3) Open Communication

BALANCE

- Balance may well become the most sought after employer “benefit” for the twenty-first century. According to a Coopers & Lybrand survey, Generation Xers aren’t as impressed with money as with a balanced lifestyle – the top priority it has identified in young job seekers. (Quality of Life)
- Gen Xers/Baby Bust = 1967 – 1979
- Baby Boom Echo = 1980 – 1995 (large group)

MEANINGFUL WORK- Making A Difference, Not Just a Living

- “We’re all desperate to belong to something larger than ourselves. So ‘soulful work’ is where you feel you belong,” states David Whyte, author of *The Heart Aroused: Poetry and the Preservation of the Soul in Corporate America*. Having work with meaning—to make a difference in the work that we do—is of paramount importance to employees today.

OPEN COMMUNICATION

- Scott Adams, author of *The Dilbert Principle*, offers this reminder of how management chooses not to listen to its employees, and the impact it has on employee morale: “here’s one that happened at a company I worked for...President of the company ignores suggestions by employees on how to improve - their same suggestions are presented to the President by a Consultant, who says they are ‘good ideas’ and implements them. Quite irritating...”
- *Practice management by wandering around (MBWA)*. Managers need to follow the “excellence” principle of getting out amongst employees to discuss important day-to-day issues. Consider asking such questions as, “what can we do to create a better experience for you?”

RECRUITMENT, SELECTION & RETENTION PROCESS... HOW IS IT DONE?

“While different organizations use varying approaches, the process must be transparent, effective, ensure accountability, well documented, and promote shared responsibility.....”

RECRUITMENT STRATEGIES

Recruitment & Retention Task Force

- Obtain current employees' ideas of what attracted them to the organization & what makes them stay
- What do they think would attract their colleagues to come to the organization
- Package & Market the organization (branding)
- Strategize & “weight” the positive aspects of the organization
- Include employees (end users) on task force
- Make an institutional plan (prepared document)
- Develop a solid Recruitment Policy/Guide

STRATEGIC ADVERTISING

- Career Fairs
- Monster Board
- Contacts by people of influence
- Local & National papers, Professional Journals
- Academic Papers (Chronicle of Higher Ed.)
- Networks
- Cluster Hiring



TRAIN SELECTION COMMITTEE MEMBERS

- Entrance Interviews
 - What attracted you?
- Exit Interviews
 - Why are you leaving the organization? (the answers can assist a recruitment task force & the organization in developing strategies for retention and recruitment.)



RESPONSIBLE-RESPONSIVE H.R. POLICES & PROGRAMS

- We need policies that enable rather than restrict individuals
- Flexibility is key
- Total compensation, working conditions, work-life balance, flexible work arrangements, personal and career development opportunities (including “grow your own” or promote from within.)
- Flex benefits (one size does not fit all)
- Different pension options

RESPONSIBLE-RESPONSIVE H.R. POLICES & PROGRAMS

- Building partnerships with businesses
- Opportunities for external compensation
- “Consulting”
- Cross-appointments
- Mentoring
- Demonstration of appreciation for service

LABOUR SHORTAGES & SURPLUSES

What is the answer?

- Labor Shortage
 1. Utilization of recruitment strategies to attract
 2. Developing specialized training programs to fill gap



LABOR SHORTAGES AND SURPLUSES

What is the answer?

- Labor Surplus
 1. Redistribution of skills
 2. Re-skilling
 3. Reduction in hiring practices
 4. Revision of Employment/Succession policies.



CONCLUSION/OVERARCHING ISSUES

Recruitment, Selection & Retention!

- “Human Resources Management is a discipline and must be practiced according to standards and best practices.....”
- “Every Manager is an HR-Manager---whether formally trained or not, the responsibility should be innate and be viewed equally or even more than other disciplines within the organization.....”

CONCLUSION/OVERARCHING ISSUES

Recruitment, Selection & Retention!

- “Recruitment, Selection and Retention is critical to effective HR Management...but it must be practiced within the context of other HR subjects---Training and Development, Succession Planning, Workforce Planning and Strategic HR Planning....”

CONCLUSION/OVERARCHING ISSUES

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- “Our organizations are all uniquely different but the overall mission to have the best and the brightest within is a common goal...the Right Person, for the Right Job, at the Right Time and KEEPING Them!”