



Appendix 4

Retention Journey

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Large Scale Vaccination



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Background

- Understanding what matters to our staff can help us overcome the challenges we face to retain them.
- Conversations with employees are an important part of the employment relationship and can help build trust, loyalty and performance.
- They help us to understand our employees' day-to-day challenges, career aspirations and help identify areas for improvement.

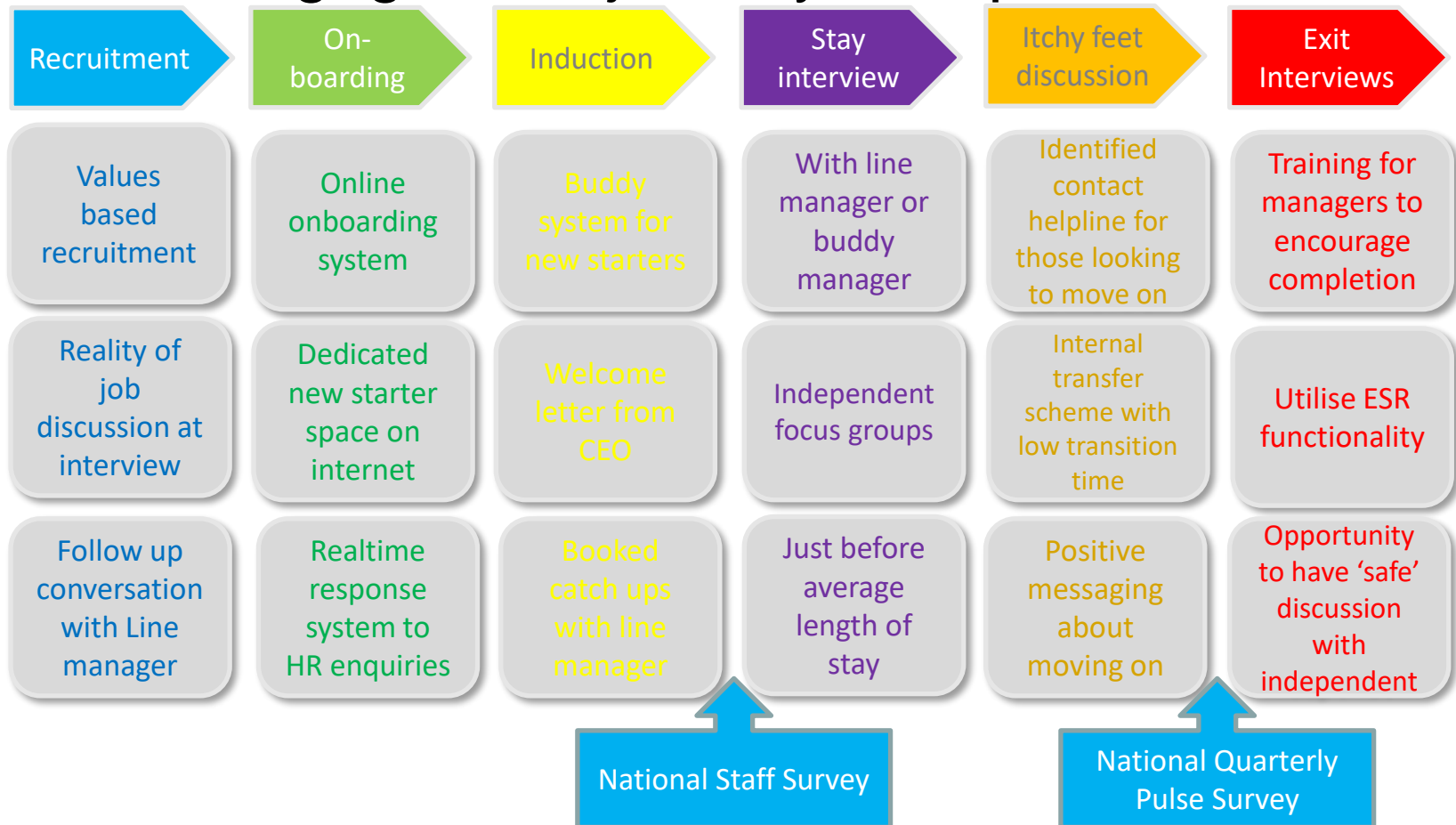


Current situation at CCS

- Number/percentage of staff who withdraw after offer of employment or decline the offer
- Number/percentage of staff who withdraw during on-boarding process
- 19/5.3% of new starters leave within first 3 months
- 65% have 6 years or less service
- 70/2.7% of staff who transfer internally
- Number/percentage of staff who complete Exit interviews

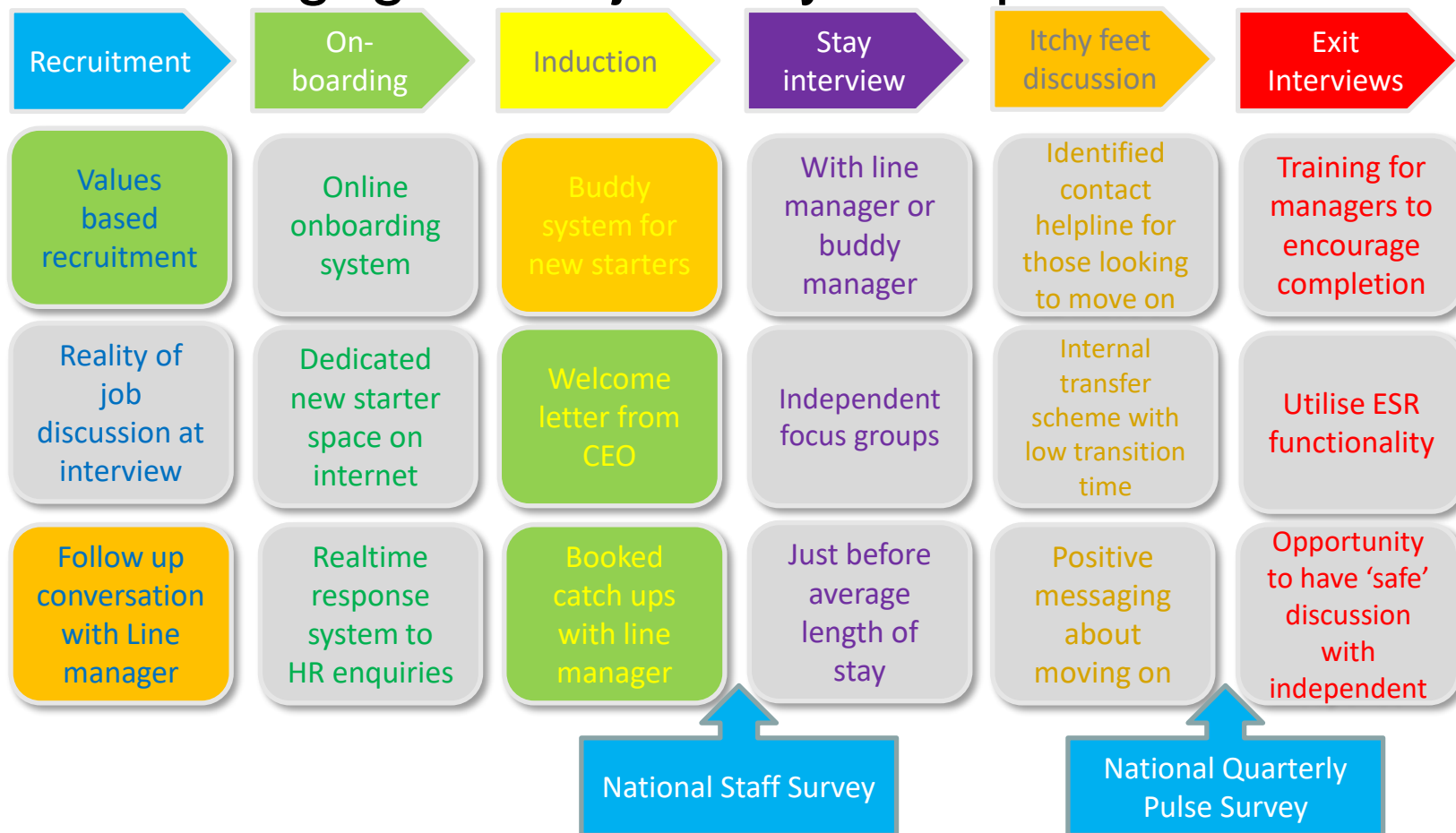


Engagement journey best practice



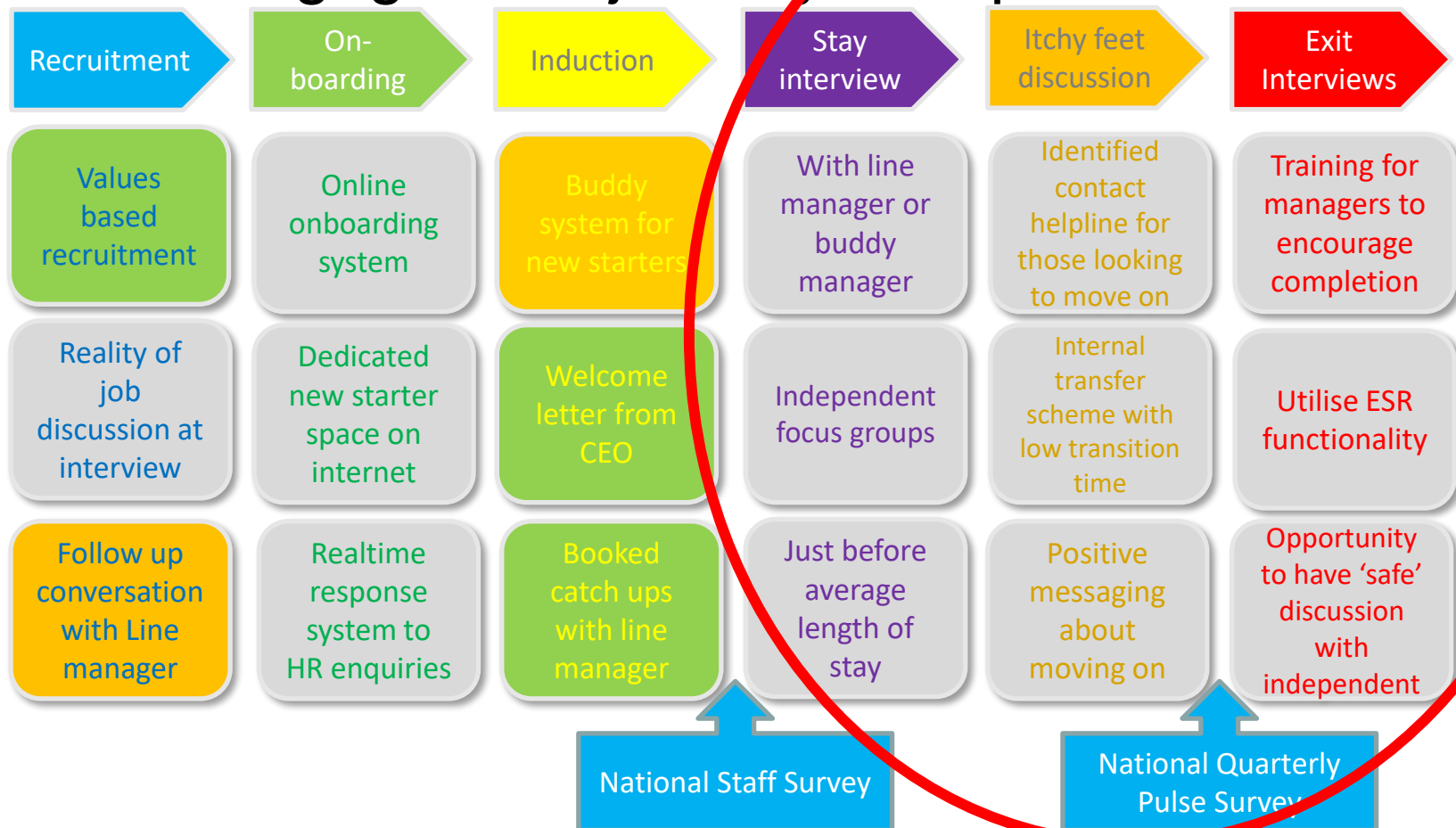


Engagement journey best practice





Engagement journey best practice



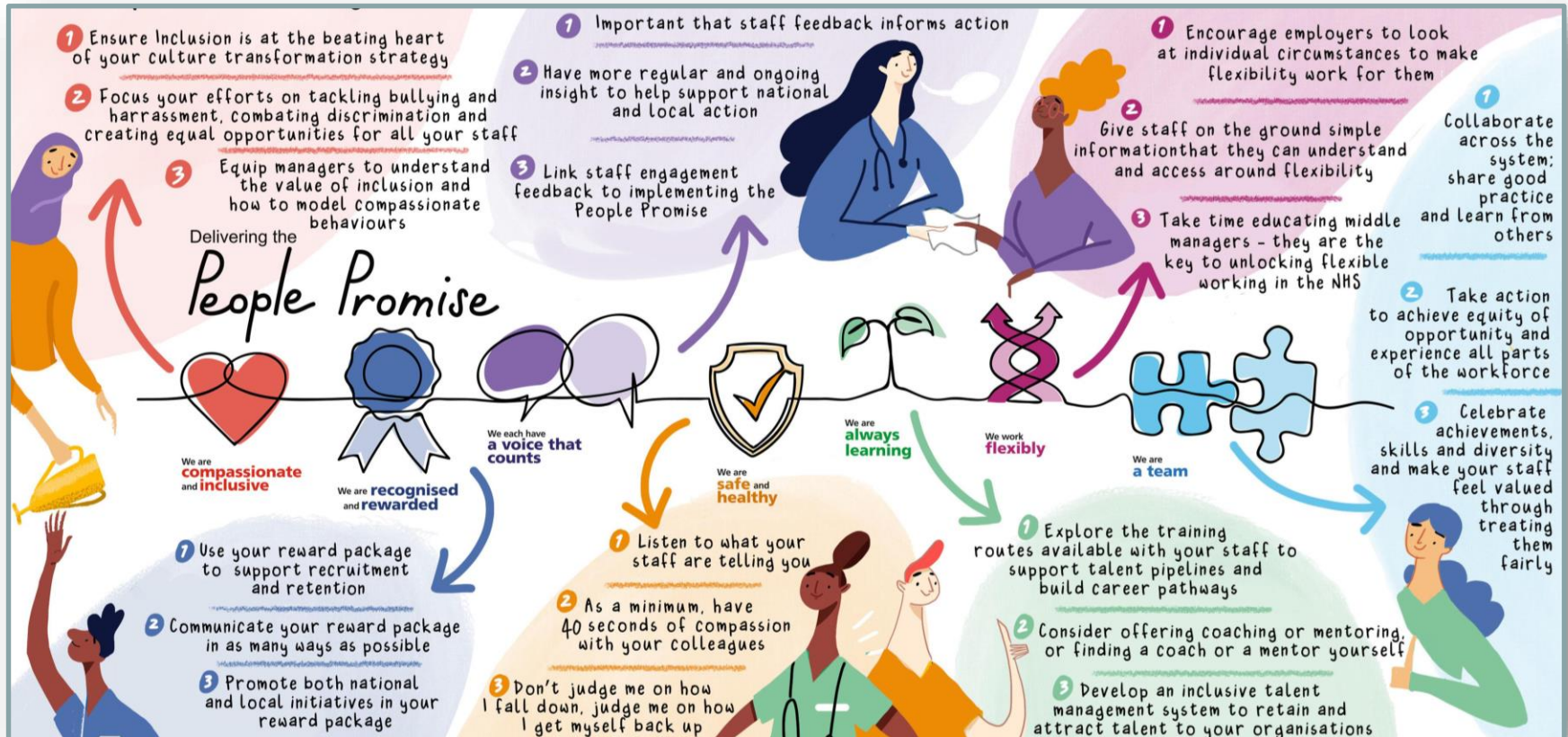


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Stay Interviews

Push Factors

These create the reasons for leaving

- Poor relationship with manager
- Poor relationship with colleagues
- An unsatisfying poorly structured job role
- Lack of clarity about the organisation's culture
- Lack of appreciation
- A perception of not being valued
- Working hours and workload

Succession planning



Pull Factors

These can apply within or outside of the organisation

- A new job or career opportunity
- Better pay or additional reward
- New development opportunities
- The reputation of the organisation and organisational commitment
- Quality of job design
- Enjoyable team relationships
- A positive proactive leadership style
- Flexible working

Guidance for managers



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The Discussion

- Stay discussions, or conversations scheduled at regular points throughout the employment journey, can help us gather feedback about what is working well and any areas that could be improved. The aim of these conversations is to better understand why employees stay and what might cause them to leave, giving us the information we need to retain our staff. They can be one-to-one conversations between an employee and their line manager, a manager from another directorate/department, or by a member of the HR/retention team.



Focus Groups

They could also be delivered in a focus group format for specific teams such as community nurses. These discussions should remain confidential and be conducted periodically, for example each quarter for new starters or annually for existing staff. By regularly having these conversations, you can find out important information about their aspirations, frustrations and their plans to stay or leave the organisation. It also demonstrates to your staff that you care about their experience



Approach

Discussions should be informal and focused around two or three key questions and could take place as part of a regular one-to-one or appraisal. Stay questions are not prescriptive and questions should be posed flexibly and be adapted to the circumstances of the individual.



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The Questions

Key questions to cover in the meeting include what employees look forward to and what they dread about work each day; whether they would recommend the Trust to others; what would tempt them to leave; what would make their role more satisfying; what their dream job would look like; what talents they're not using in their current role; what keeps employees working there; and how they would like to be recognised and valued



Itchy feet conversations

- We need to be brave enough to ask employees if they find themselves looking at NHS Jobs for their next move, and ask them why they feel that way. There may be something we can do to keep them. It may be training, job satisfaction, line manager incompatibility, promotion opportunities.

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What happens after a stay/itchy feet conversation?

Once we decide to conduct stay interviews, we should remember that our workforce will expect an outcome, so we should be prepared to implement positive changes. Failure to do so can increase frustrations amongst staff and make them feel that their concerns are not valid enough to warrant adequate consideration. Where changes are deliberated and decided against, a clear explanation should be communicated to the workforce.



Exit Interviews

These should be carried out as soon as notice is declared. There is still a possibility that we can retain the person if issues are surmountable.

In order to capture the most honest reasons, it is recommended that these are carried out by a neutral person/service.



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