Staff recruitment and retention

Staffing is a critical topic in the sustainability conversation. Recruitment and retention are among the most important factors in keeping a SANE program healthy. Hiring the right team members, and learning from staff who don't stay allows program managers to continuously refine their processes for identifying SANEs who will be assets to the team long-term. This necessitates hiring with specificity (e.g. experience; availability) and resisting the urge to succumb to an "any warm body" approach to staffing. While quality over quantity may sound cliché, prioritizing numbers over professional characteristics may pay off in the short-term, but will ultimately prove costly.

Job descriptions are one aspect of ensuring that program hires are a good fit, as they ensure that any clinician understands exactly what the role entails. Program managers need to make sure they are clear about issues such as pay, expectations of availability, and other time commitments that will be asked of team members, such as court time and staff meetings. This should all be disclosed during the interview process, and supported by the accompanying job description. This is true not just for SANEs, but also for prospective **medical directors**.

Cultivating leadership among existing team members is also an important aspect of staffing. While a program manager may have no plan to step down, plans should be put in place to address the issue of succession should an unexpected life event or a planned resignation occurs. Succession planning should be part of the long-range sustainability strategy of any program. A program that is dependent on a single individual to survive is not a sustainable one, so managers should ensure that others are able to take over the business of running the program should the manager need to leave. People may be concerned that once they assist in finding their successor they are no longer as valuable. However, there is no data that tells us that cultivating a successor makes a manager less valuable to their organization; to the contrary, such planning underscores professionalism, leadership and the importance of the health and well-being of the program over professional ego.

Staffing resources
The following resources support staff recruitment, retention and leadership development. For additional information visit **http://www.nsvrc.org/projects/SANE/recruitment**.

Job Descriptions
    Sample Job Descriptions for SANE Programs
    http://safeta.org/displaycommon.cfm?an=1&subarticlenbr=271#Personnel

Job descriptions continued

Writing Effective Job Descriptions

http://www.sba.gov/content/writing-effective-job-descriptions

Hiring

How to Hire Great People — Every Time

http://www.inc.com/les-mckeown/how-to-hire-great-people-every-time.html

65 interview questions for nurses

http://journals.lww.com/nursing/fulltext/2003/01001/65_interview_questions_for_nurses.13.aspx

Legal vs. Illegal Interview Questions

http://www.joankustin.com/N5content/PDF/Legal_vs_Illegal_Questions.pdf

Exit interviews

The Value of Exit Interviews

http://www.hrworld.com/features/value-exit-interviews-062508/

Exit Interview Questions

http://www.joankustin.com/N5content/PDF/Exit_Interview_Questions.pdf

Cost and benefit analysis

The Costs and Benefits of Nurse Turnover: A Business Case for Nurse Retention

http://bit.ly/1qqwbDa

The Business Case for Work Force Stability

http://www.healthleadersmedia.com/pdf/white_papers/wp_vha_120103.pdf

Management issues

Employees leave managers, not companies

http://www.impactachievement.com/ChapterOnePreview.pdf

Management issues continued

The relationship between effective nurse managers and nursing retention (ABSTRACT)

http://www.ncbi.nlm.nih.gov/pubmed/16077275

National League for Nursing Healthful Work Environment Tool Kit

https://www.nln.org/profdev/HealthfulWorkEnvironment/toolkit.pdf

Time for Realistic Job Previews in Nursing as a Recruitment and Retention Tool

http://www.aacn.nche.edu/cnl/pdf/Gilmartin.pdf

Better prepared workforce, better retention

http://www.theamericannurse.org/index.php/2013/09/03/better-prepared-workforce-better-retention/

The Effects of Mentoring on Minority Nurse Recruitment

http://www.minoritynurse.com/article/effects-mentoring-minority-nurse-recruitment

New Research Provides Solutions to the Nursing Shortage: Improving Retention of Older and Experienced Nurses in the Workforce

http://www.rwjf.org/content/dam/farm/reports/issue_briefs/2008/rwjf28060

What equality law means for you as an employer: when you recruit someone to work for you.

http://www.equalityhumanrights.com/uploaded_files/EqualityAct/employers_recruitment.pdf

See also: Burnout and Bullying and Lateral Violence

Succession planning

Building Leaderful Organizations: Succession Planning For Nonprofits

http://www.aecf.org/resources/building-leaderful-organizations/

Succession Planning for Nonprofits of All Sizes

http://www.blueavocado.org/content/succession-planning-nonprofits-all-sizes

Succession planning continued

Succession Planning Process

http://www.opm.gov/services-for-agencies/workforce-succession-planning/succession-planning/

Developing Tomorrow's Nurse Leaders: Bridging the Gap Through Succession Planning and Leadership Development

http://www.decisioncritical.com/DTNL.pdf

See also Leadership

About the author

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