

Short Training

Addressing Staff

Retention & Improving

Staff Engagement

HR Managers

Facilitator's Notes

October 2010

**A People In Aid and Emergency Capacity Building Project Horn of Africa
Consortium Project**



ECB || Emergency Capacity Building Project

Authors

Ian Vale

Disclaimer

Considerable care has been taken to ensure this document is both accurate and relevant. However, People In Aid is unable to provide any warranty concerning the accuracy, completeness or relevance to your organisation relating to any information contained herein.

This publication may be quoted, by not for profit organisations, in any form (written, visual, electronic, or audio) without the express permission of People In Aid, provided any and all references are fully attributed to People In Aid and this publication.

All other requests for permission must be directed to and approved in writing by People In Aid. All rights reserved.

© People In Aid 2010

2, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Table Of Contents

Table Of Contents	3
Introduction.....	4
Training Schedule	5
Facilitators Notes.....	6
Session 1 - Introduction and Aims.....	7
Session 2- Understanding retention.....	9
Session 3- Addressing Retention.....	13
Session 4- Mitigating the Consequences of Poor Retention.....	15

3, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Introduction

Staff retention is a worldwide issue throughout the humanitarian and development sector. People In Aid has produced a range of relevant resources and tools, notably our research into employee perspectives and the paper produced during ECB Phase One entitled “Understanding and addressing staff turnover in the humanitarian sector” (HPN Network Paper Number 55 June 2006. This was followed in 2009 with research for ECB into “Addressing Staff Retention in the Horn of Africa”.

Many external factors affect turnover and there is little agreement on how to measure its impact. The key indicator is tracking employee engagement over time¹. We believe that key to retention is engagement: engaged staff are more likely to be effective staff and more likely to stay.

Following the 2009 Report for the ECB Horn of Africa Consortium, People in Aid were asked to develop the findings of the report into practical resources to equip agencies with strategies, tools and techniques for enhancing retention / addressing staff turnover and ensure trainers/facilitators within agencies in the Horn region are able to deliver short sessions on retention as part of other learning events.

Purpose

The purpose of this training is to support the application, development and dissemination of the findings of the People in Aid / ECB research on retention and staff engagement in 2009.

Outcomes

The expected outcomes from this training are:

- Enhance participant knowledge and understanding regarding staff turnover and retention issues.
- Equip participants with strategies, tools and techniques for enhancing retention / addressing staff turnover.
- Ultimately, to improve employee engagement among consortia members and agencies in the region.

Overview

The training comprises of four sessions

Session 1 – Introduction

Session 2 – Understanding retention

Session 3 – Addressing retention

Session 4 – Mitigating retention

¹ Employee engagement has been described as employees being intellectually and emotionally committed to the goals of their organisation and work group. When an employee is 'engaged' they are more likely to speak positively of their organisation to others, to apply their best efforts to their work, and to want to remain part of the organisation.

4, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Training Schedule

Time	Session	Purpose	Key Questions	Resources
5 minutes	Introduction	Introduce main content and aim of the session	Question to the group: On a scale of 1 to 10 is retention a challenge?	Slides Hand Out
35 minutes	Session 1 Understanding Retention	Ensure group understands why is retention an issue, whose problem is it and what causes poor retention.	Why is retention an issue and whose problem is it? What causes poor retention?	Slides Hand outs Flip chart
30 minutes	Session 2 Addressing Retention	Enable the group to address retention and improve engagement.	How can you encourage staff to stay? Have you helped implement initiatives that have intended to improve retention?	Slides Hand outs Flip chart
20 minutes	Session 3 Mitigating Retention	Ensure the group can take steps to mitigate the impact of poor retention on their programme.	How can you ensure poor retention doesn't damage your programmes? What steps have you taken to mitigate the impact of poor retention?	Slides Hand outs Flip chart
10 minutes	Review	Ensure the groups has all questions and comments addressed		

5, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Facilitators Notes

Preparation

- The session is designed to last 1 hour and 30 minutes to 1 hour and 45 minutes.
- The duration will depend upon the number of participants and the level of their engagement in the session.
- The duration of each session will vary. Session 2 'Understanding Retention' is expected to be the longest session.
- Before delivering the session the facilitator should be familiar with the two key pieces of People In Aid and ECB research
 1. 2006 – ECB research into employee perspectives and the paper produced during ECB Phase One entitled “Understanding and addressing staff turnover in the humanitarian sector” (HPN Network Paper Number 55).
 2. 2009 – ECB assessment of how Horn of Africa consortia agencies are presently handling retention and staff engagement issues
- The recommend size of group is 10 to 15
- Equipment required is digital projector, flip chart stand and paper and pens
- Participants materials
 - Copy of research reports
 - Copy of slides
 - Participants Workbook

Critical assumptions made about participants and training session.

1. The training is delivered by facilitators and trainers familiar with the humanitarian sector and HR issues.
2. Participants are managers and professionals from within the humanitarian sector
3. Participants are aware of or have experienced retention issues in the sector
4. Participants are interested in enhancing their understanding of the issues in the Horn of Africa and are in a position to take action to address these issues.

6, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Session 1 - Introduction and Aims

Slide	Content	Facilitator Notes								
1	Title Slide	Introductory slides are designed to provide a brief introduction and overview of the session. They are for information and not intended to be discussed in length.								
2	This training is sponsored by the: Emergency Capacity Building (ECB) Project Horn of Africa Consortia: <i>a collaborative effort of the inter agency working group on emergency capacity.</i> The session was prepared by People In Aid.	If participants are not familiar with them the facilitator needs to be able to explain ECB www.ecbproject.org/ and People In Aid www.peopleinaid.org								
3	Aims <ul style="list-style-type: none"> Enhance participant knowledge and understanding regarding staff turnover and retention issues. Improve your staff / team engagement. 	The first aim is considered achievable through the training session The second aim is achievable only if action is taken as a result of the training.								
4	Overview <ol style="list-style-type: none"> Introduction Understanding retention Addressing retention Mitigating retention 	<table border="1"> <tr> <td>5 minutes</td> <td>Introduction</td> </tr> <tr> <td>35 minutes</td> <td>Session 1 Understanding Retention</td> </tr> <tr> <td>30 minutes</td> <td>Session 2 Addressing Retention</td> </tr> <tr> <td>20minutes</td> <td>Session 3 Mitigating Retention</td> </tr> </table> <p>Opening question: Ask participants to rank on a scale of 1 to 10 whether retention is a challenge for them? Ask a sample of participants to explain their score.</p>	5 minutes	Introduction	35 minutes	Session 1 Understanding Retention	30 minutes	Session 2 Addressing Retention	20minutes	Session 3 Mitigating Retention
5 minutes	Introduction									
35 minutes	Session 1 Understanding Retention									
30 minutes	Session 2 Addressing Retention									
20minutes	Session 3 Mitigating Retention									
5	Research 2006: Research with the Inter-Agency Working Group The employee's perspective" ECB research into employee perspectives and the paper	ECB Agencies identified Poor Retention as a challenge- subsequently People in Aid were asked to undertake 2 pieces of research. 2006 Emergency Capacity Building project - basic details <ul style="list-style-type: none"> ECB 1 – Staff Capacity Initiative 								

7, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

	<p>produced during ECB Phase One entitled “Understanding and addressing staff turnover in the humanitarian sector” (HPN Network Paper Number 55).</p> <p>Research with the ECB Horn of Africa Consortia 2009 “The employer’s perspective” ECB assessment of how Horn of Africa consortia agencies are presently handling retention and staff engagement issues</p>	<ul style="list-style-type: none"> ▪ A retention study ▪ November 2005 – February 2006 – Qualitative research ▪ 6 of the 7 IWG agencies participated ▪ 175 questionnaires distributed, 111 top and senior managers interviewed, i.e. a 63% response rate ▪ Good range of management posts represented, and good split in terms of gender and age <p>2009 Emergency Capacity Building project – basic details</p> <ul style="list-style-type: none"> ▪ A retention mini survey ▪ November 2009 – Qualitative research ▪ 7 of 11 consortia agencies participated ▪ Good range of posts represented, ERT, HR, Management
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

8, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Session 2- Understanding retention

Slide	Content	Facilitator Notes
6.	<p>Title</p> <p>Why is retention an issue and whose problem is it?</p> <p>What are the causes of poor retention in your organisation?</p>	<p>The session is designed to answer the two questions.</p> <p><i>This previous research and this session endeavours to avoid any distinction between expatriate/international and local/national staff, preferring to take a 'whole workforce' approach which reflects the fact that the majority of humanitarian workers and professionals are locally employed.</i></p> <p>Question 1 is rhetorical</p> <p>Question 2 is designed to engage the group and get them thinking about their experience. Be explicit that this is a quick answer session not intended to be a lengthy debate.</p> <p>Invite participants to offer their answers in plenary.</p> <p>Capture answers on a flip chart for reference later.</p>
7	<p>Retention questions</p> <ul style="list-style-type: none"> ▪ Is retention an issue for you and your organisation? ▪ How do you know? ▪ What is an acceptable or healthy rate of retention? 	<ul style="list-style-type: none"> ▪ It is critical that HR professionals have accurate data on retention and analysis ▪ A good way to engage management is to ask them to agree what is acceptable retention for them – often they will want to know what sector norms are and how the organisation compares to others.
8	<p>Measuring retention</p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> $\frac{\text{Total number of leavers over period}}{\text{Average number of staff employed over period}} \times 100$ </div>	<p>There is no universally accepted way to measure retention</p> <p>This calculation includes all leavers, including people who left due to dismissal, redundancy or retirement, but it typically excludes those leaving at the end of a fixed-term contract.</p> <p>It is important to note that while it is appropriate to not include people leaving on short term fixed contracts in turnover calculations the rapid rotation of staff can be as damaging as high turnover. This is especially the case if managers are only in post for 6 months or less.</p> <p>Although helpful for benchmarking purposes the calculation is of little practical use in identifying precisely problems within an organisation. See Chartered Institute of Personnel and Development (CIPD), <i>Employee Turnover and Retention</i>, 2005, www.cipd.co.uk.</p> <p>Invite participants to explain their methods</p>

9, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

9	<p>Retention rates Sector norms vary from 15%to 25%</p> <p>For the UK based Chartered Institute of Personnel and Development (CIPD), there is no such thing as a universally applicable target for an ideal turnover rate.</p>	<ul style="list-style-type: none"> Where it is relatively easy to find and train new employees quickly and at relatively little cost, it is possible to sustain high quality levels of service provision despite having a high turnover rate. By contrast, where skills are relatively scarce, knowledge important, relations with customers/stakeholders are close and important, where recruitment is costly or where it takes several weeks to fill a vacancy, turnover is likely to be problematic from a management point of view.
10	<p>Understanding retention Turnover categorisation diagram</p>	<p>Main focus of concern for INGOS / NGOS is voluntary - dysfunctional – avoidable - turnover.</p> <ul style="list-style-type: none"> Differentiate between voluntary and involuntary turnover. In other words, did the employee choose to leave the job, or was the decision made by the employer? Voluntary resignations are further distinguished between functional (the exit of substandard performers) and dysfunctional (the exit of effective performers). Unavoidable resignations over which the employer has little or no influence are excluded (e.g. family move, serious illness or death) Leaving avoidable resignations (i.e. dysfunctional turnover) as the key focus
11	<p>Note on involuntary turnover</p> <ul style="list-style-type: none"> High turnover is caused by organisations: programmes ending, lack of funding, poor management, restructures and lack of alignment between emergency and development agendas. People not intending to leave may leave anyway – unsure about future or the negative experience of colleagues Organisations can control the impact of these factors and need to mitigate the consequences of staff turnover on the organisation. 	<p>However in the Horn Of Africa we know that involuntary turnover is an issue and can affect voluntary turnover. The point is to emphasise that organisations action can create voluntary turnover by creating a poor experience. Organisations and their managers can make a difference in this area.</p>
12	<p>What are the consequences of staff turnover? Consequences of staff turnover diagram</p>	<p>The negative impact of dysfunctional (voluntary – avoidable) turnover is clearly outlined in the diagram.</p> <ul style="list-style-type: none"> We are assuming that at this stage excessive turnover is a relative issue and depends;

10, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

		<ul style="list-style-type: none"> “whether skills are relatively scarce, knowledge important, relations with stakeholders are close and important, where recruitment is costly or where it takes several weeks/ months to fill a vacancy, turnover is likely to be problematic from a management point of view.”(CIPD) <i>It is recognised that for some HQs international staff turnover may be considered excessive at lower rate than national staff.</i>
13	Whose responsibility is it to address retention? Voluntary, dysfunctional and avoidable turnover is a management issue!	Click on the slide once and ask the participants the question. Obtain their answers and then click again to expose the answer
14	Push factors, pull factors & retention strategies Push and Pull factors diagram	<ul style="list-style-type: none"> Easiest way to understand turnover is by explaining the difference between Push and Pull factors. ‘Push’ factors, cause individuals to look for another job (for example, dissatisfaction with working conditions) ‘Pull’ factors, which draw employees towards another organisation (for example, higher salary or better benefits).
15	2006 Why do people stay and perform? Presence of: <ul style="list-style-type: none"> Good team / colleagues (32%) Challenge / variety (24%) Learning / innovative culture (23%) Absence of: <ul style="list-style-type: none"> Excessive workload (36%) Excessive impact on personal / social life (29%) Bureaucracy / poor systems (25%) 	<ul style="list-style-type: none"> 2006 research corroborates Push and Pull factors. For each individual there may be a number of inter connected reasons for leaving / staying. Ask the group if these statistics surprise them?
16	2006 Why does our staff leave? <ul style="list-style-type: none"> Better pay / terms and conditions elsewhere (50%) Poor leadership / values / culture (40%) Lack of career opportunity and growth (38%) Burnout, disillusionment and frustration (29%) 	
17	Retention scenarios – Hidden	<p>Optional Slide</p> <ul style="list-style-type: none"> It is useful to consider different retention scenarios and the push factors associated with them.

11, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

		<ul style="list-style-type: none"> It is helpful for participants to identify the exact retention scenario they organisations face, which positions, profiles and skills are most important to them, and where turnover is most detrimental to their organisation. They can then focus on reducing turnover in this area.
18	<p>2009 Retention Findings</p> <ul style="list-style-type: none"> Organisations are not in control of the underlying causes behind mobility of staff in the sector Line managers have little control over many Push factors such as environment, short term contracts (Staff often leave in the 3rd quarter of programme cycle), family pressures and poor alignment between development and emergency agendas. Even if funding continues there are other barriers to retention – ethnicity, not speaking the local language, remoteness However other push factor such as management style, staff engagement, job satisfaction and terms and conditions can be influenced. 	<ul style="list-style-type: none"> The main point of the findings is to distinguish between factors managers are in control of and those they have less control over. Managers need to focus their efforts on staff engagement with staff as fellow professionals and peers.
19	<p>2009 Retention Findings</p> <ul style="list-style-type: none"> Overall Pull factors are dominant in decision-making in East Africa Individual's personal and professional expectations <u>are</u> met by their employees. Staff still leave their organisations and move to new positions. Retention is a factor of individual self-interest. Any values-driven organisation is a potential vehicle for achieving an individual's goals. 	
20	<p>Exercise</p> <ul style="list-style-type: none"> What can you do as a HR professional to mitigate push factors in your team / programme? Brainstorm ideas in pairs for 3 minutes Feedback to the group ideas 	This is a useful exercise to participants to debate their point of view.

12, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

Session 3- Addressing Retention

Slide	Content	Facilitator Notes
21	<p>Title</p> <p>How can you ensure your retention rate improves?</p> <p>Have you helped implement initiatives that have intended to improve retention?</p>	<p>Question 1 is rhetorical</p> <p>Question 2 is designed to engage the group and get them thinking about their experience. Be explicit that this is a quick answer session not intended to be a lengthy debate.</p> <p>Invite participants to offer their answers in plenary.</p> <p>Capture answers on a flip chart for reference later.</p>
22	<p>Retention Findings</p> <p>Introduce / improve career paths and professional development (49%)</p> <ul style="list-style-type: none"> Organisations' investment in their staff and improvement in human resources is contributing to a pool of talent which benefits all organisations. Talent development, competitive recruitment and the alignment of personal and organisation agendas are necessary to engage staff. Utilise the psychological contract to better understand expectations 	<ul style="list-style-type: none"> The 2006 research identified that 49% of respondents said improving career paths and professional development would improve retention. 2009 research identified that most organisations are committed to providing this. Organisation cannot always provide the career path wanted or at the right time. If all organisations are providing professional development and staff are leaving and working for competitors but new staff are being recruited from them too – then a pool of talent is being developed. Too often the engagement of staff is only done formally through contracts, job descriptions and inductions. Managers need to also have an understanding of staff interests and how they can be integrated with the employer's interests. – See handout on the psychological contract.
23	<p>Retention Findings</p> <p>Better pay / terms and conditions, including contracts, accompanied status (43%)</p> <p>Better work-life balance / family friendly policies (24%)</p> <ul style="list-style-type: none"> Good HR practices are foundation for improved retention and staff engagement Flexible approaches such as improved salary or terms and conditions work well in the short term Implementing the People In Aid Code Employee engagement surveys, and follow up 	<ul style="list-style-type: none"> In the 2006 research 43% of respondents said retention can be improved by better pay and terms and conditions and 24% said a better work life balance. In 2009 research identified that most organisations had improved their terms and conditions. To understand staff needs especially the cost of living and the impact of work on their lives they need to be engaged regularly. The main impediment to doing more was financial resources. In a competitive environment all organisations need to be pursuing the highest standards possible. <p>They also need to allow managers some flexibility. Offering improved</p>

13, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

		packages can help retain key staff in the short to medium term. (see 2009 Report case studies)
24	<p>Good management practices</p> <p>I. Managers behaviour is a significant catalyst for turnover especially amongst international staff but behaviour not always intentional</p> <p>II. Self development - Use formal and informal feedback methods to know what is going on</p> <p>III. Must use formal management approaches in a consistent way</p> <p>IV. Must also use informal management approaches in a transparent way</p>	<ul style="list-style-type: none"> ▪ 2006 and 2009 research identified the importance of management behaviour on retention. ▪ Professional development (skills, knowledge, tools, and concepts) will not necessarily lead to improved management and leadership. ▪ Managers need to understand the helpful and less helpful impact they can have on staff and the team. They can have a significant impact on the environment and culture staff experience. ▪ Personal development involving increasing awareness through feedback can help managers make choices about their practices and behaviour ▪ They have to be able to engage staff formally and informally.
25	Retention scenarios – Hidden	<p>Optional</p> <p>Specific solution to retention issues may depend upon on the context and challenge identified.</p> <p>Revisiting the potential scenarios we can identify a potential checklist for addressing retention.</p> <p>The checklist assumes retention rates are not acceptable to the organisation, that many (but not all) factors causing the poor retention can be addressed by the organisation.</p>
26	Retention Strategy	<p>HR need to encourage a systematic approach to retention. The diagram below maps out the main steps for creating a robust strategy to address retention.</p> <p>The process introduces useful opportunities to engage managers in the strategy development.</p>
27	Retention Strategy Exercise	<p>This exercise is designed to help you develop and implement a retention strategy. Ask participants to reflect on the question s in the grid – focusing on the next steps.</p>

Session 4- Mitigating the Consequences of Poor Retention

Slide	Content	Facilitator Notes
28	<p>Title</p> <p>How can you ensure poor retention doesn't damage your programmes?</p> <p>What steps have you taken to mitigate the impact of poor retention?</p>	<p>There will always be turnover – you wouldn't want to eradicate it – however in some situations poor retention can be particularly harmful to programmes. Steps can be taken to mitigate this impact. Organisations in East Africa are relatively weaker in this area.</p> <p>Question 1 is rhetorical</p> <p>Question 2 is designed to engage the group and get them thinking about their experience. Be explicit that this is a quick answer session not intended to be a lengthy debate.</p> <p>Invite participants to offer their answers in plenary.</p> <p>Capture answers on a flip chart for reference later.</p>
29	<p>Retention Findings</p> <ul style="list-style-type: none"> ▪ Using ICT to best effect, e.g. the office in a box ▪ Rapid Inductions especially advice on how to navigate their way in the organisation ▪ Learning and development on the job ▪ Succession and continuity planning based on strategic foresight anticipating future deployment and programme needs – a business partnership ▪ Mechanisms for preserving institutional memory 	<p>2006 and 2009 research identified some basic measures to mitigate the impact of retention.</p> <p>These form the basis of good management practices regardless of the retention situation.</p>
30	<p>Managing consequences of poor retention</p> <p>Diagram</p>	<p>Ask participants which of these solutions are most common in organisations?</p> <p>Which of these are done least well?</p> <p>What are the obstacles to putting these in place?</p> <p>Collect answers on flipchart</p>
31	<p>Framework for action</p>	<p>The framework for action is a useful tool to guide discussions with</p>

15, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010

		Managers. Discuss which of the four stages they need to improve?
32	Exercise <ul style="list-style-type: none"> ▪ As a HR Professional how can you improve your working relationship with managers and ensure HR and Retention best practice is put in place? ▪ Brainstorm ideas in pairs for 3 minutes ▪ Feedback to the group ideas 	Optional exercise depending on quality of discussion and time available.
33	Retention Top Ten Tips	The research findings have been summarised as top ten tips with corresponding questions. Refer to participant's workbook Review tips with participants
34	Action Planning	Refer to participant's workbook
35	Closing slide	People In Aid contact information

17, A People In Aid and Emergency Capacity Building Project Horn of Africa Consortium Project, October 2010