

Recruiting and retaining staff

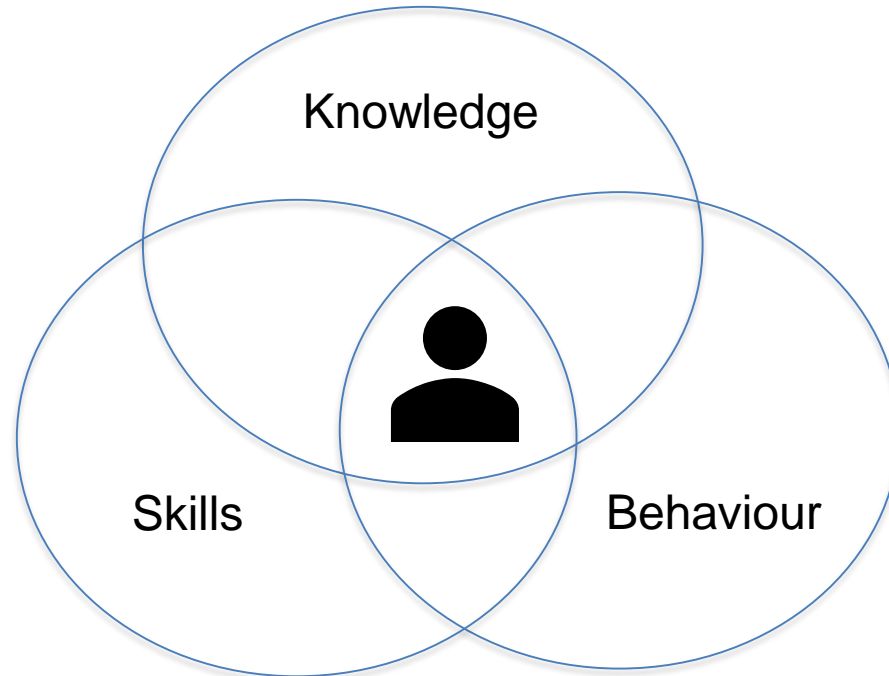
Challenges for the third sector

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Recruitment

- What to do when someone resigns



Recruitment process

- Recruit for behaviours / potential
 - Avoid the halo effect of similarity
- Simplify and individualise the process
 - Avoid public sector ‘sheep-dip’ processes
 - Make your process relevant i.e. presentations
 - Questions only someone who works for you can answer

Staff retention

- People want meaningful work not just a job
 - Do you really need all those job descriptions?
- What does your pay system actually reward?
- Agile working / decision making
 - Does your governance hinder decision making?
 - Allow people to coalesce around problems

The leadership challenge

- The majority of people in the sector are women - why do we have a gender pay gap?
 - Doers don't always make the best leaders
 - Does your structure allow internal progression?
 - Role design balance - pastoral / technical support?
 - Who is your 'poster-child' for progression?