Proactive Recruitment and Retention of Supporting Staff

Cluster Human Resources Division, New Territories West Cluster

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Introduction
With cluster’s service expansion and to retain endurable healthcare workforce, multi-sourcing channels and recruitment platforms were explored to enlarge candidates' pool and attract more applicants to join NTWC. Retention strategy was implemented to retain serving supporting staff.

Objectives
To provide a stable supporting staff workforce to support cluster’s service expansion by formulating recruitment and retention strategies and enhancing recruitment efficiency

Methodology
1. Promotion i. Posters and leaflets were designed and placed in external institutions such as training institutions, GOPCs, Labor Department and District Councilors’ offices, to promote NTWC image and vacancies of supporting staff. ii. Electronic job advertisements are posted on the websites of Non-Governmental Organizations, other than the prevailing platform in the HA. 2. Outreach Recruitment i. Outreach and timely recruitment activities were conducted in Non-Governmental Organizations. Recruitment days were held in Labor Department and training institutions to increase recruitment efficiency. ii. Cluster closely liaised with the Labor Department, the Employees Retraining Board and other accredited training organizations for referring us graduates who had already completed the Care Related Support Worker Training. These graduates were more prepared for the job. iii. Retirees were re-employed under short term contract to relieve manpower shortage. 3. Staff Retention Strategy i. The mechanism for exit interview was enhanced. Exit interviews for all care-related supporting staff were conducted by phone in order to have more resignation information and facilitate early staff retention. The findings collected would be analyzed and shared with departments with high turnover to formulate retention and
recruitment strategies. 4. Pre-employment Orientation i. Early and pre-employment orientation and induction is arranged to enable the new joined to understand and better fit in the working environment. 5. Training i. “Care-related Support Worker Training” was organized in cluster to train potential applicants and staff who were interested in care-related job. ii. Mandatory training for manual handling operations was arranged to new joined staff and staff were reminded to take refresher training every 18 months.

**Result**
Cluster recruited over 1,000 supporting staff in 14/15 to address the high staff turnover and fill the new posts. Through exit interview, cluster has successfully retained 6 supporting staff in 2014 by understanding the reason of leaving.