

VOLUME: D

Management of Drug Dependence Treatment Services



Treatnet

Module 2

OPERATIONAL MANAGEMENT



**Leadership,
teamwork &
organizational
change**



Workforce



**Services,
partnership &
recovery**



Workshop 2

WORKFORCE

Training objectives

At the end of this workshop you will be able to:

- ▶ Describe the role of effective recruitment and retention in development/strengthening of a drug dependence treatment service workforce
- ▶ Identify the essential components of an employee induction programme
- ▶ List strategies for retention of effective staff persons
- ▶ Differentiate between administrative and clinical supervision





Recruitment

Recruitment

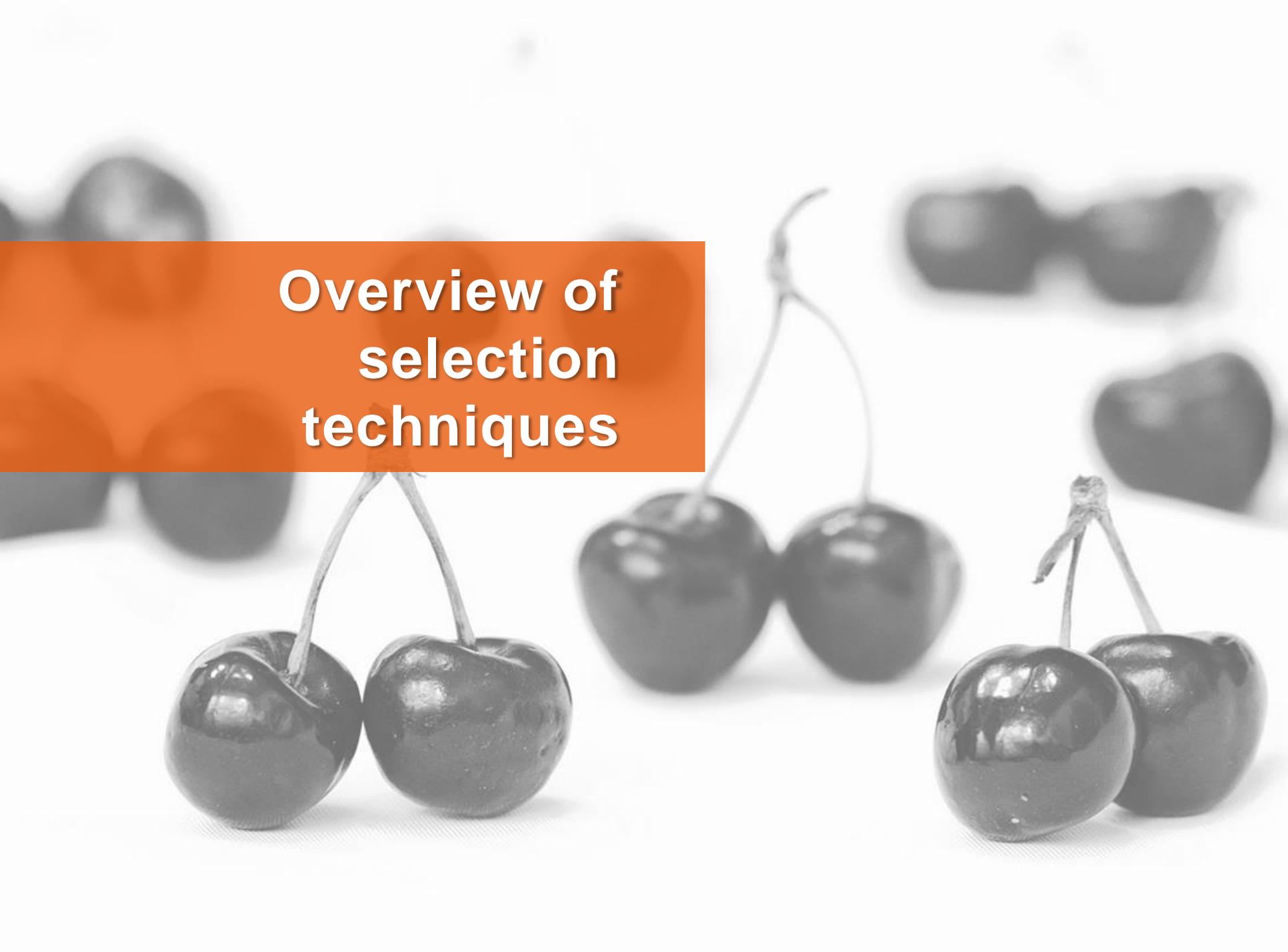
Recruitment is the advertising of an employment opportunity and hiring of the best talent

- ▶ The importance of smart recruiting and hiring
- ▶ Healthy organizations begin with smart recruiting and hiring
- ▶ Good hiring practices make implementation of human resources policies easier and more efficient

Recruitment

Smart recruiting and hiring means:

- ▶ Matching the job requirements with a set of skills and qualifications to fill it
- ▶ Advertising and recruiting – both internally and externally – to encourage the right candidates to apply for the job
- ▶ Screening candidates' resumes
- ▶ Interviewing for the set of skills required and the organizational fit
- ▶ Hiring the best candidate for the position



Overview of selection techniques

Curriculum vitae, résumés and written applications

- ▶ A **CV/résumé** provides valuable information relating to a person's professional qualifications and experience
- ▶ All information in the CV and background check **should be verified** before the person is hired
- ▶ Requesting the applicant to submit a **cover letter** detailing his/her interest in the job

Reviewing the application

When reviewing the CV/résumé and written application, look for items that may need further clarification such as:

- ▶ Unexplained gaps in employment history
- ▶ Ambiguous wording
- ▶ Unanswered or partly answered questions
- ▶ Inconsistent information
- ▶ Frequent job changes

Conducting interviews

- ▶ In order to obtain the best person-job fit (i.e., matching the right person for the right job), a **structured interview** format is recommended
- ▶ A structured interview involves asking each candidate the same set of questions and assessing their responses on the basis of **pre-determined criteria**

Conducting interviews

- ▶ Questions and assessment criteria should be based on accurate and updated **job description**
- ▶ It is helpful to have specific criteria to **categorize responses** (e.g., as excellent, good, average and unsatisfactory)
- ▶ An **interview panel** consisting of representatives of the organization is helpful when hiring for key positions

Types of questions

The two common types of structured interview questions are:

▶ **General questions**

- ask candidates about their life competencies, work aspirations and vision of the responsibilities of the position

▶ **Situational questions**

- ask candidates about how they will respond to a hypothetical real life situation to bring a solution

The questions directly tap into the work-related experience and problem-solving style of the candidate

Let's practice!



What would you ask a potential counsellor?

Formulate 10 interview questions you would ask a potential substance use disorder counsellor

Interview panels

- ▶ It is recommended that an **interview panel**, rather than a single interviewer, is used for key positions
- ▶ Panel of interviewers can help **minimize potential biases**, as well as provide the opportunity to compare evaluations of the candidate before a final decision is made
- ▶ The panel should be **representative of gender and professions**
- ▶ Representation on an interview panel can provide frontline workers/team members with an opportunity to participate in the recruitment and selection process



**Induction of new
workers**

Induction

- ▶ An effective induction helps new workers to understand the organization and their role within it
- ▶ It provides them with the necessary information they need to perform their work optimally



What to include in an induction programme

It is recommended to include:

- ▶ An **employment manual** that includes mission, vision and values, the organizational chart, as well as policies and procedures of the organization
- ▶ An introduction to a potential **mentor** that can facilitate the induction process

Mentoring system

- ▶ New workers can be paired with experienced workers from a similar work area to show them what the work entails
- ▶ Mentors can provide guidance and assess the workers early job performance



Let's practice!



Induction in your centre

- ▶ Is there an induction programme in your treatment centre?
- ▶ What elements does it already have?
- ▶ How it can be improved?



Retention

Overview

Retention is a central issue for the substance dependence workforce. It serves a range of important purposes and ensures:

- ▶ A highly skilled and experienced workforce
- ▶ Cohesive and efficient teams
- ▶ A return on investment for recruitment and training of workers
- ▶ An effective continuity of care for patients

Factors that affect turnover/retention

Although a range of factors may influence a worker's decision to leave, there are some key issues:

- ▶ Inadequate salary and remuneration
- ▶ Lack of career development opportunities
- ▶ Work-related demands and stress
- ▶ Challenges of managing conflicting role requirements and responsibilities (e.g., administrative and clinical work)

Turnover costs

Staff turnover is costly

These costs include:

- ▶ Lost productivity
- ▶ Decreased worker morale
- ▶ Increased stress
- ▶ Reduced quality and availability of services
- ▶ Long waiting lists
- ▶ The risk of burnout faced with increased workload



Let's think!



How to retain workers?

Think of a colleague who was a good professional, dedicated, liked by patients and colleagues, who left your treatment centre in the past.

- ▶ What were the reasons for this person to leave?
- ▶ What could have been done to retain this person?
- ▶ What changes can be done in your treatment centre to retain valuable workers in the future?



**Strategies to
retain effective
workers**

Let's reflect!



Why stay in a position?

Think about the best position you have had in your career. What made it so great?



Eight strategies strongly supported by evidence

1. Maintain good **supervisor-worker relationships** which promotes for open communication
2. Provide **professional development opportunities** for workers to improve their knowledge, skills and competencies
3. Provide **challenging and varied tasks** to workers
4. Ensure adequate **clinical supervision**

Eight strategies strongly supported by evidence

5. Recognize and **reward for good performance**
6. Support workers' capacity to **balance work and family life**
7. Provide new workers with **realistic expectations** related to:
 - professional development opportunities
 - promotion opportunities
 - career mobility
8. Conduct **exit interviews** to identify organizational issues or problems

1. Good supervisor-worker relationship

Establish and maintain a good supervisor-worker relationship

- ▶ A good worker/supervisor relationship is one of the most important factors in retention
- ▶ Supervisors are the “human face” of an organization
- ▶ This good relationship and open communication increase a worker’s engagement and improve retention

2. Development opportunities

Provide professional development opportunities

- ▶ Organizations that provide workers with opportunities to develop their knowledge, skills and competencies are more likely to retain valued workers
- ▶ Organizations can use a range of strategies to support workers' professional development (e.g., mentoring, work placements, study groups, conference attendance).

3. Challenging and varied work

Provide challenging and varied work

- ▶ Assigned to important and challenging tasks contributing to the organization's success increases workers' confidence and is linked with increased retention



4. Clinical supervision

Ensure adequate clinical supervision

- ▶ Adequate clinical supervision has many benefits including increasing job satisfaction and worker retention
- ▶ Clinical supervision is very important tool for substance use disorders service providers/workers to develop professionally under the guidance of more experienced practitioners

5. Reward good performance

Recognize and reward good performance

- ▶ Providing appropriate rewards and recognition for good performance is crucial for keeping workers satisfied and motivated
- ▶ If financial rewards are not possible, giving praise or other forms of appreciation may be just as effective
- ▶ Ultimately, workers want to be appreciated and recognized for the work that they do

6. Work/family balance

Support work/family balance

- ▶ Balancing work and family commitments is an important priority and, for many workers, a significant challenge
- ▶ Organizations that support workers' capacity to balance work and family life are more likely to retain valued workers
- ▶ Common strategies to provide individuals with greater flexibility in their working hours include:
 - flexi-time
 - compressed or extended working weeks
 - job sharing
 - working from home

7. Realistic expectations

Provide new workers with realistic expectations related to:

- ▶ Professional development opportunities
- ▶ Promotion opportunities
- ▶ Career mobility



8. Exit interviews

Conduct exit interviews

- ▶ Conducting exit interviews for valued employees is a good retention strategy for a longer-term
- ▶ Analysis of information collected may help organizations to identify and address problem areas, hence increasing staff retention in the future

Summary

Three key factors linked with retention are:

- ▶ Inadequate pay and remuneration
- ▶ Lack of opportunities for professional development
- ▶ Work-related demands and stress



Managerial vs clinical supervision



Managerial supervision

- ▶ Directed at helping the worker to **meet organizational requirements**
- ▶ Addresses employee **performance** in regard to job achievements, organizational goals, expectations and standards
- ▶ Typically provided by a worker's **manager or supervisor**

Clinical supervision

- ▶ **Working alliance** between practitioners that is focused on enhancing the clinical effectiveness of the supervisee
- ▶ Characterized by **flexibility**
- ▶ The clinical supervisor may **help** the supervisee to meet organizational standards

Clinical supervision

It is preferable that the clinical supervisor is someone who is

“not accountable operationally or professionally”

for the supervisee (i.e., they are not the worker’s manager or supervisor)

Let's think!



Recruitment policy

- ▶ What is the recruitment policy in your centre?
- ▶ What would you incorporate or change after this workshop?

Take-home messages

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- ▶ Good recruitment contributes to organizational success
 - ▶ A good induction programme ensures optimal employees understanding of the organizational mission, vision and values
 - ▶ A strong organizational support system will assist with employees retention
 - ▶ Good supervision is key

Questions



Wrap-up



- ▶ What does a good recruitment process include?
- ▶ What are the components of an employee induction programme?
- ▶ What strategies for retention of effective staff persons do you know?
- ▶ What is the difference between administrative and clinical supervision?

Thank you for your time!

End of workshop 2

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