

CANADIAN GAMING SUMMIT

STAFF & VOLUNTEER RECRUITMENT & RETENTION STRATEGIES

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AGENDA

- Introductions – Who we are
- Your expectations
- Staff Recruitment
- Volunteer Recruitment
- Staff Retention
- Study Findings
- Strategies
- Volunteer Retention
- Creative Ideas for Promotion
- Summary

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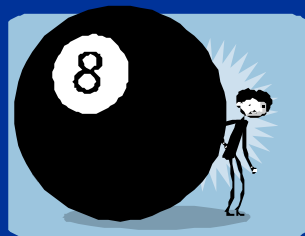


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Who We Are

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Your Expectations For This Session



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RECRUITMENT – Staff & Volunteers

- ✦ **Clear job duties**
- ✦ **Clear qualifications**
- ✦ **Good area of search**
- ✦ **Good interview questions**
- ✦ **Complete reference checking**

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Volunteer Recruitment & Retention

- ✦ What do volunteers want? Why do people volunteer?
 - ✦ Motivation:
 - ✦ Making a contribution to the community.
 - ✦ Opportunity to use one's skills and experience.
 - ✦ Being personally impacted by the cause.



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**WHAT DO STAFF WANT?
12 QUESTIONS TO MEASURE THE STRENGTH OF A
WORKPLACE**

(FIRST, Break all the Rules - Marcus Buckingham & Curt Coffman)

- 1. Do I know what is expected of me at work?**
- 2. Do I have the right materials and equipment I need to do my work right?**
- 3. At work, do I have the opportunity to do what I do best every day?**
- 4. In the last seven days, have I received recognition or praise for doing good work?**
- 5. Does my supervisor, or someone at work, seem to care about me as a person?**

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**12 QUESTIONS TO MEASURE THE STRENGTH OF A
WORKPLACE**

- 6. Is there someone at work who encourages my development?**
- 7. At work, do my opinions seem to count?**
- 8. Does the mission/purpose of my company make me feel my job is important?**
- 9. Are my co-workers committed to doing quality work?**
- 10. Do I have a best friend at work?**
- 11. In the last six months, has someone at work talked to me about my progress?**
- 12. This last year, have I had opportunities at work to learn and grow?**

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ORIENTATION

- ✦ Introduction to the organization
- ✦ Introduction to the workplace
- ✦ Clear job duties, directions and expectations
- ✦ The role of the job description
 - ✦ Outlines job duties
 - ✦ States academic and experience requirements
 - ✦ States competencies required

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EMPLOYEE RETENTION STRATEGIES

It's not just the money



- ✦ Your views:
- ✦ Why do employees stay with an organization?
- ✦ Why do they leave?

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WHY EMPLOYEE RETENTION IS IMPORTANT

- ✦ An organization's ability to meet its business goals are dependent upon the performance of its employees
- ✦ Recruitment of new staff is expensive
- ✦ New staff are not immediately as productive – need time to learn the job
- ✦ Constant staff turnover will have a negative impact on service, morale

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Recruitment Costs

- ✦ Recruitment of new staff is expensive
 - ✦ Cost of advertising
 - ✦ Cost of screening resumes, technical testing, conducting interviews, doing reference checks, other required checks, orientating, training,
 - ✦ Cost of bringing a new staff on board – putting them on payroll, establishing computer access – email accounts, ID cards, business cards, enrolling in benefits if applicable
 - ✦ Other Costs?

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How can you keep your staff?



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Study Findings Critical Retention Strategies

✦ Work/Life Balance

- ✦ Flex time
- ✦ Flexible leave practices
- ✦ Fair Vacation entitlement
- ✦ Paid Sabbaticals
- ✦ Childcare
- ✦ Tele-working (from home all or part time)
- ✦ Job Sharing
- ✦ Flexible Dress Codes



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Critical Retention Strategies

Employee Engagement

- Teach them the business
 - “When people are educated, they are engaged.”
- Encourage Camaraderie, staff interaction, rapport-building – FUN!
- Encourage employee input into workspace arrangements, décor, work methodology, work schedules, **everything you can!**



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Critical Retention Strategies

Employee Development

- Job rotation
- Mentoring – for every new recruit
- Training
- Career path opportunities
- Increased responsibility for work and decision-making
- Supervisors interested in employee growth and professional goals
- Positions change and develop to be more effective and fluid



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Critical Retention Strategies

✦ Corporate Culture

- ✦ Visionary leadership – chart a clear course for the future
- ✦ Focus on details of day-to-day management of people effectively and consistently
- ✦ Fairness and equitability in policies and procedures, compensation and benefits, etc.
- ✦ Encourage free expression
- ✦ Info-sharing (communicate, communicate, communicate)



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Critical Retention Strategies

✦ Corporate Culture cont'd

- ✦ Clarity of expectations, performance measures
- ✦ Culture of caring, empathy, support - “Golden Rule of Supervision”
- ✦ Managers who listen, respect their employees, recognize day-to-day achievements
- ✦ Managers who understand that their behaviour directly affected morale
- ✦ Seek and destroy bad policies before they poison the corporate culture

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Critical Retention Strategies

- Improve the Recruitment and Selection process
- Improve Orientation process
- Come down hard on managers who consistently drive away good talent and inadequately prepare new recruits for the job ahead
- **A message to managers who are losing talented people**
“Start with the premise that you are a crappy manager, and that’s why your people are leaving. Treat your employees as resources for improving your performance, and the performance of the company.” –J.Patterson, Priceline.com

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Volunteer Recruitment & Retention

- Barriers to volunteering:
 - Did not volunteer because no one had asked them.
 - Did not know how to become involved.
 - Dissatisfaction with previous volunteer experience.
 - For YOUR industry, there may be a perception that is something you can work on with your charities to enhance. You need to create a positive, rewarding experience for the volunteers in your halls.
 - Can you think of any others?

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Volunteer Recruitment & Retention

- ✦ How does this impact YOUR business?
 - ✦ Key points for you to consider:
 - ✦ Who are the charities involved in your business?
 - ✦ How do these charities recruit volunteers?
 - ✦ How do these charities train their volunteers?
 - ✦ How do they retain their volunteers?
 - ✦ How can you, as a gaming industry owner, be more connected to the recruitment/training/retention process of the volunteers working in your facilities?

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Volunteer Recruitment & Retention

- ✦ Ways to improve the experience for:
 - ✦ Your clients.
 - ✦ The volunteers.
 - ✦ Your staff.
 - ✦ The charities – the community.

There is a great opportunity for bingo hall owners, staff, volunteers and charities to come together and create a partnership that centres around volunteerism, promotion of the “cause” and the gaming industry.

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Volunteer Recruitment & Retention

- ✦ Ideas to consider – these relate to the human resource strategies you will also employ with your staff.
 - ✦ Be sure the volunteers in your bingo hall are receiving proper training. Information/knowledge is key.
 - ✦ Be sure the volunteers are empowered to make decisions wherever possible.

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Volunteer Recruitment & Retention

- ✦ Consider doing a joint recruitment strategy with the charities at your hall.
- ✦ Consider ways to offer volunteers opportunities to “shine” during their time at the hall. Possible contests, door prizes, etc.
- ✦ Make the experience fun but also make sure each volunteer understands how much they are valued. Small things go a long way.

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Creative Ideas for Promotion

- ✦ Work with the charities to be sure you are reaching as many potential clients as possible.
- ✦ This partnership on promotion will not only benefit the business – it will also benefit the charity.



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Creative Ideas for Promotion

- ✦ Some ideas for cross-promotion to consider:
 - ✦ Are people learning about the event (your business) through the charities? If not, be sure they are being listed:
 - ✦ In the charity newsletter.
 - ✦ On the charity web site.
 - ✦ On any “upcoming calendars” the charity may distribute.
 - ✦ Visible in the charity’s main office or sub-offices.
 - ✦ Can you partner with the charities on paid advertising?

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Creative Ideas for Promotion

- ✦ Brand your hall as a community-focused business.
- ✦ Post the revenue that charities have received through your business on a monthly basis. Be sure these postings are visible and that the charities are also telling their stakeholders these results.
- ✦ Hold an event, at your location, to benefit a charity or group of charities. Get your staff involved. It's a feel-good event that can be a win-win for your staff, the charities and your bottom line.

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Creative Ideas for Promotion

- ✦ Encourage a culture of philanthropy within your business. Staff, volunteers and clients always feel good to know they are helping their community in some way. Ask your staff what charities and causes mean the most to them.
- ✦ Through building this culture in your organization, you will have happier staff, committed charities and volunteers and this will translate to your clients.

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Thank you!

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