REVIEW STRATEGIES TO SUPPORT NEW STAFF

After you have hired new staff to fill the gaps in your project needs, it's important to provide ongoing support to help train your workers for their assigned jobs and solicit feedback to improve your project and mobility service.

Retention Strategies

Consider what on-the-job training and ongoing support is needed for new hires.

See below for some retention strategies to provide ongoing support to staff:

Onboarding and orientation: *The onboarding process and orientation provide new hires with their first impression post-hiring. Use an organized and well-thought-out onboarding process that provides the necessary context, introductions, resources, and tools to get started.*

Clear expectations and policies: *Set clear expectations and walk new hires through your organization's policies to help them get acquainted with their role, the organization's culture, and the rest of the team.*

Coaching and mentorship: *You can include coaching and mentorship as formal or informal aspects of the job. This can be from a supervisor, manager, or colleague with a similar role and more experience.*

Step 6: Review Strategies to Support New Staff

Retention strategies continued

On-the-job training: *Some jobs will require more or less on-the-job training. This is important for new hires who do not have the required skills or need training for specific processes or technical tasks.*

Feedback on performance: *Provide regular feedback on their performance and what they can do to improve. Having a growth mindset or culture focused on learning can encourage new hires to learn from their mistakes and seek continuous improvement.*

Acknowledgment and recognition: *Provide regular acknowledgment of their work and recognition for their contributions to the project. This can be in various forms, written communication, shared in one-on-one conversations, in larger team meetings, or through some kind of reward or gift that shows appreciation.*

Professional development: *Show commitment to their professional development and future career. Work with your new hires to understand their interests and skills and help them take on tasks and roles that foster their professional development.*
Consider providing in-house training programs, paid outside training, or certifications to support career advancement within the organization or project. If possible, partner with local schools or organizations to provide career counseling and guidance.

Advancement: *Allow room for advancement and wage increases. As staff gain knowledge, skills and experiences that have benefited the project and are able to contribute more, provide opportunities for career advancement or increased wages to match their growth and development.*

Stay interviews: *Consider conducting "stay interviews." While most organizations will conduct an exit interview where they solicit feedback and input from a staff member who is leaving the organization, a stay interview focuses on existing staff. It provides them with an opportunity to share what kind of support or changes they would like or need to consider staying.*

Connect With Local CBOs or Nonprofits: *If you are focused on hiring from specific groups that experience additional challenges and obstacles to employment, leverage partnerships and relationships with local CBOs familiar with those groups. You can also work with these organizations to understand what additional support is needed and how your team can build out processes and resources to ensure individuals hired feel included, supported, and cared for throughout their tenure with the project.*

Collect Feedback

Throughout implementing your mobility project, your staff will acquire knowledge of what is working, what isn't working, what they have concerns about, and what solutions and suggestions can help improve the project. Incorporating input from on-the-ground staff will improve the services of your project and the CMO program as a whole.

Consider the following to obtain feedback for your project and program:

Feedback at team meetings: *Make sharing feedback a regular part of your team meetings or consider periodically hosting feedback sessions where team members can share their perspectives and provide input on what is or isn't working.*

> *Feedback sessions can also help your team see where they share similar perspectives and opinions on common challenges and can lead to brainstorming sessions that focus on developing new strategies and creative solutions.*

One-on-one check-ins: *You can also obtain feedback in one-on-one meetings with staff through regular check-ins that you have with them. Some staff may prefer sharing feedback in a one-on-one manner as opposed to in a larger group setting.*

Feedback surveys: *Consider sending feedback surveys to your staff as a way for them to provide their input anonymously. Some staff may fear repercussions for sharing an unpopular opinion or thought and may feel more comfortable sharing their feedback anonymously.*

Changes made based on feedback: *Make sure to highlight any changes or decisions based on your team's feedback and suggestions. By showing you are listening to what they share, you are helping them to feel more invested and a part of the project. As a result, they may feel more empowered to help implement some of the changes or come up with solutions to suspected problems.*

Point of contact for feedback: *You may want to set up a specific point of contact for any feedback on the project or mobility service, for example, the project lead or the operations manager. Having one centralized person may allow the point of contact to understand common suggestions or feedback better.*

Exit Interviews: *For staff leaving your organization, you may want to conduct an exit interview to gain their feedback and perspective. They may be more open to sharing insight on projects or services they didn't feel comfortable sharing as staff members.*

Review Hiring Process: *While you may not have the opportunity to get direct feedback from applicants (or potential applicants who chose not to apply), you may want to review your recruitment, outreach and hiring processes to understand if there are interesting patterns or insights.*

> *Consider the following questions, evaluate why certain patterns are happening, and implement changes to address the issue.*
> > * *Is there high turnover for certain positions?*
> > * *Are similar reasons given for why job offers are turned down?*
> > * *Are certain demographics or groups consistently rejected? Why?*
> > * *Are certain demographics or groups not applying for job openings?*
> > * *Were there candidates who were very close but ultimately not hired?*
> > * *What were they missing?*

It is important to establish a culture of feedback throughout the project. Ensure workers know that they can share their perspective with the overall team or project lead on approaching challenges or areas of concern. It is also important to recognize that feedback should be focused on the services and operations and other areas such as how meetings are run, organizational processes and policies, overall leadership, communication channels, etc. If there is any feedback about the larger CMO program, you may want to share those with the program administrator team, so program-wide processes and policies can be changed or adjusted.