

# Selection & Retention Strategies

Realistic Job Preview



Retention Starts at Selection

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# Realistic Job Preview

## Recruitment

- Targeted Marketing
- Status and Awareness (PSAs)

## Selection & Retention

- Realistic Job Previews
- Structured Interviewing
- DSP Competencies
- Education and Training
- Credentialing and Career Paths
- Recognition
- Membership and Networking

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# Realistic Job Previews (RJPs)

Present non-distorted information to job applicants:

- about the job (positive and challenging)
- about the people receiving services, their supporters, and the employer
- during the interview process, and before a job offer is made



<https://www.youtube.com/watch?v=TCOj7weR2Jg>

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# What did you learn from the RJP?

- What are 2 job duties you learned about?
- Did they address the work schedule? Wages?
- What do staff enjoy about being a DSP?
- What do the staff find as challenging about being a DSP?
- What did you learn about the mission, vision, and values of the employer?
- What is one thing you learned about the people receiving services?
- What else?

Many people do not  
know about careers  
in direct support

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# A Realistic Job Preview can:

- Inform applicants about direct support field
- Increase the visibility of DSP as a career choice
- Increase the visibility of people who receive supports in their community
- Enhance their understanding about the tasks and duties of DSPs so that those who apply are more likely to be qualified for or interested in the work



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# Realistic Job Previews

## Methods

- Video/photo album/picture board
- In person (Site visit or tour, volunteer, internship)
- Interviews with people receiving services, their supporters, direct support Professionals, and frontline supervisors
- Combination of these

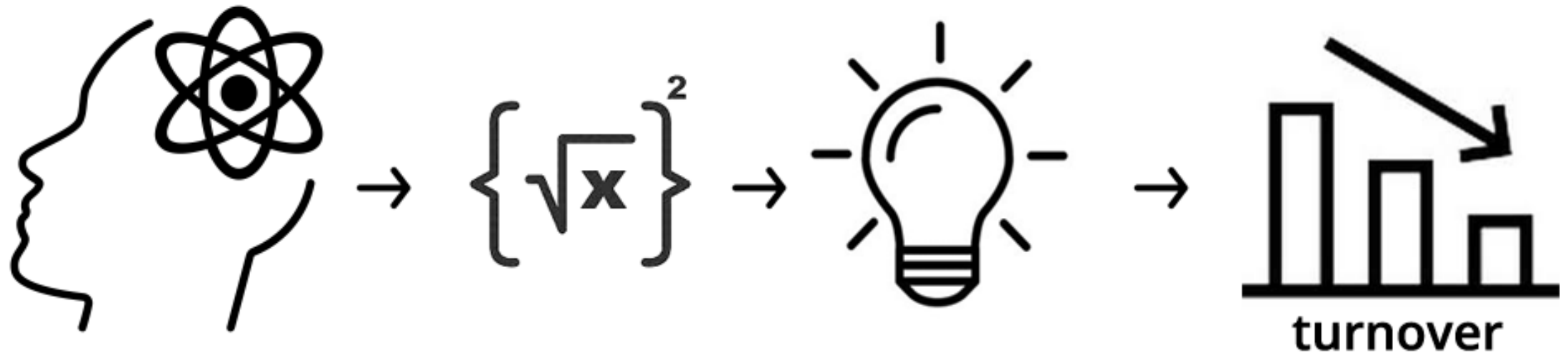
## Who

- Job candidates

## When

- As a part of the interview process
- Before a job offer

# The Science Behind the RJP



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# Benefits of Realistic Job Previews

- Candidates understand job expectations before they start the job
- Candidates can make an informed decision
- Candidates can self-select out

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# Realistic Job Previews Affect Retention

- RJPs can improve retention rates by 9% - 17%
- RJPs increase retention of workers
  - For agencies with 12% annual retention rates, use of RJP increased it by 50%
  - For agencies with 24% annual retention rates, use of RJP increased it by 20%

# Making a Realistic Job Preview

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# Developing the Realistic Job Preview

## **1. Gather information**

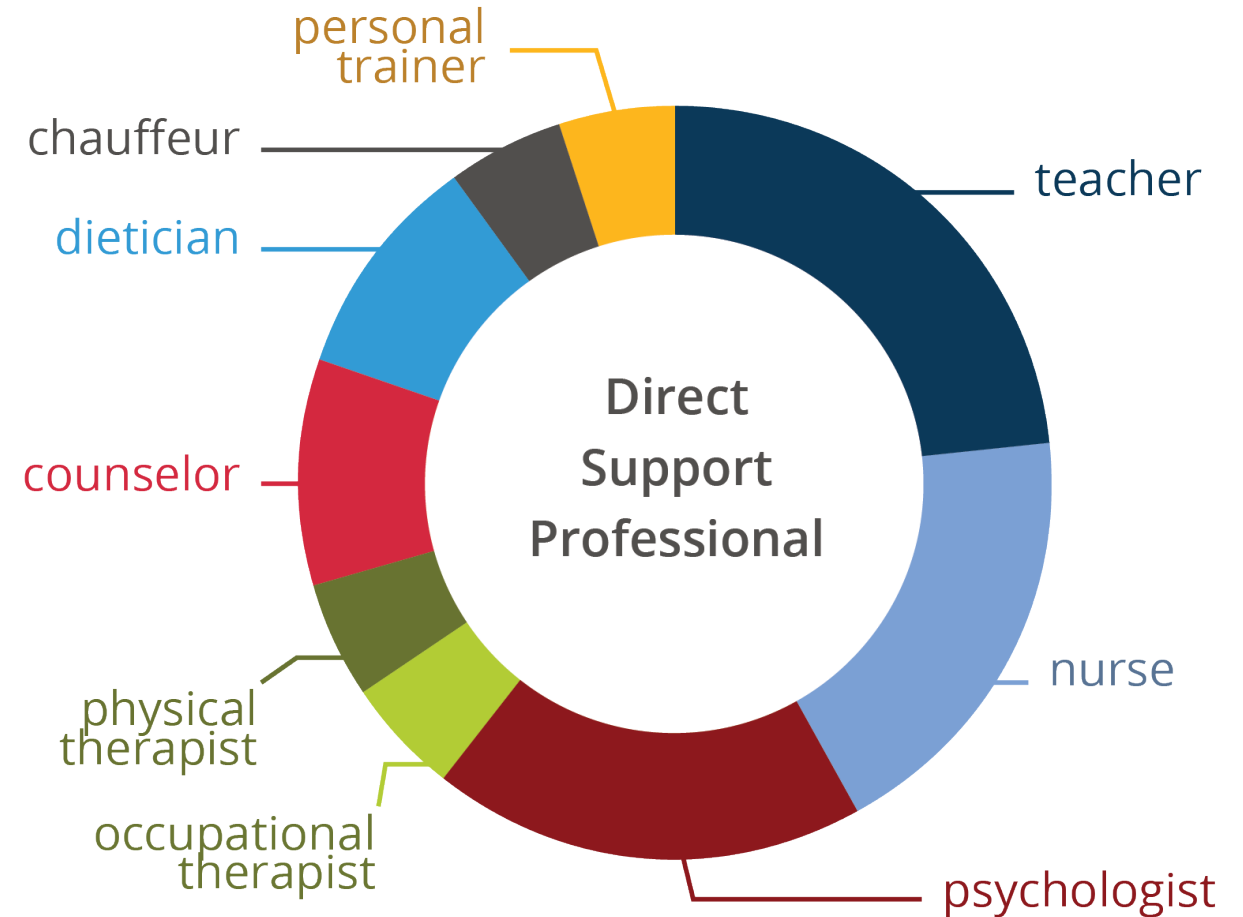
2. Summarize information
3. Select strategy & method
4. Implement and evaluate
5. Revise and update
6. Action plan

Who can provide an accurate picture of the job of a DSP?

- People receiving services and their supporters
- Direct Support Professionals
- Frontline Supervisors
- Others?

## GATHER INFORMATION

- Scope of the work
- Specific work experiences with persons served, co-workers, families
- Work hours and flexibility
- Positive & challenging experiences
- Success stories by DSPs





## Physical demands of the job

- Personal care
- Lifting requirements
- Standing/walking/bending/stooping
- Challenging actions or behaviors

## GATHER INFORMATION

What are unique issues, circumstances, or differences that DSPs encounter for this employer?

- Characteristics of persons served
- Family & friend involvement
- Vehicle use
- Location of work environment
- What is unique about the employer?
- What sets this employer apart from other employers?

## GATHER INFORMATION

- Pay and benefits
- Training
- Advancement opportunities
- Recognition

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# Developing the Realistic Job Preview

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- 2. Summarize information**
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## SUMMARIZE INFORMATION

- What themes emerged from the information that you gathered?
- How can and will you use the themes you discovered in the way you develop your RJP?
- What will be the essence of your message?

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# Developing the Realistic Job Preview

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## SELECT A METHOD

- Which of the three basic Realistic Job Preview methods will you use to deliver your message and why?
  - Job information presentation (video, scrapbook, promotional material, etc.)
  - Work site visit
  - Face-to-face-interviews
- Will you preview and evaluate other RJP products to see what you like and what will be a good fit?
  - If yes, which one(s)?

## Five Key Characteristics of Effective RJPs Clarity of purpose

- Credible information
- Complete and customized information
- Balanced information
- Presented early in the interview process



## SELECT A METHOD

What will work for you?

- Which RJP method & strategy will you use?
- Who will lead and who will support the RJP process?
- Do you have the support of others in your organization?
- Will your organization financially support the RJP?

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## IMPLEMENT AND EVALUATE

- How and when will you start to create and use the RJP? What's your timeline?
- Who will implement and support the implementation of the RJP?
- What barriers do you anticipate? How will you overcome those barriers?
- How will you measure the effectiveness of the RJP (turnover, overtime)?

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## REVISE AND UPDATE

- Using your evaluation results, how will you decide whether or not your RJP needs changes?
- How will you decide what changes to make?
- Make sure that you have a plan for evaluation and updating your RJP on a regular basis, including any time you restructure or make changes in your organization.

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## ACTION PLAN

- Include a series of action steps in developing and implementing the RJP.
- Note who is responsible.
- When will they start and when should task be completed?
- What are the resources needed?
- Evaluation:
  - How will you know the RJP is done to the quality you desire?
  - How will you know the RJP is effective?
  - How will you keep it fresh and relevant?

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# Resources

- ANCOR RJP
- <https://www.youtube.com/watch?v=TCOj7weR2Jg>
- NYSACRA RJP
  - [http://www.directsupportprofessional.org/docs/We\\_Get\\_It\\_Done.Users\\_Guide\\_10.27.10.pdf](http://www.directsupportprofessional.org/docs/We_Get_It_Done.Users_Guide_10.27.10.pdf)
  - <http://www.directsupportprofessional.org>
- The Arc RJP – available to members of The Arc
- Staff Recruitment, Retention, Training Strategies for Community Human Services Organizations, Sheryl A Larson & Amy S Hewitt, 2005.  
[https://ici.umn.edu/products/docs/Staff\\_Recruitment\\_book/Staff\\_Recruitment\\_book.pdf](https://ici.umn.edu/products/docs/Staff_Recruitment_book/Staff_Recruitment_book.pdf)



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# Resources continued

- College of Direct Support College of Frontline Supervisors and Management
  - Recruitment and Selection
  - Realistic Job Preview
- Larson, S., & Hewitt, A. (2012). Staff Recruitment, Retention, Training Strategies for Community Human Services Organizations. Retrieved from: <https://ici.umn.edu/products/view/580>
- O'Neil, S., Hewitt, A. & Larson, S., Removing the Revolving Door: Strategies to Address Recruitment and Retention Challenges.
- [https://rtc.umn.edu/docs/rrd\\_facguide.pdf](https://rtc.umn.edu/docs/rrd_facguide.pdf)

# Questions?

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