REVOLVING DOORS

Dealing with high staff turnover

SROC 2014 – Tuesday 15 April 2014

Presentation Structure

1. Revolving Doors
   - 12 Months in the Student Office, Loughborough University
   - Staff turnover
   - Work redistribution
2. Manager Response
   - Manager Roles/Styles
   - Appropriateness and sustainability of responses to situations
   - Judgement calls
3. Structural Response
   - Work Practices
   - Communications
   - Team Structures
4. Moving Forward

REVOLVING DOORS

LU: Student Office Staffing

February 2013

Interns

Managers

Grade 8

Grade 7

Grade 6

Support Team

12 people

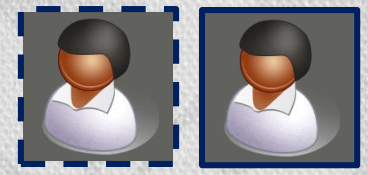
9.0 fte

1 person resigns

LU: Student Office Staffing

March 2013

Interns



Resigns

Managers

Grade 8

Resigns

Grade 7

Grade 6

Support Team

12 people

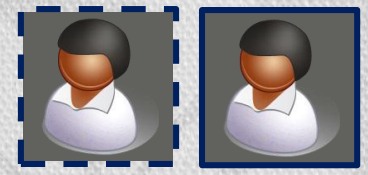
9.0 fte

1 person leaves (1.0 fte vacancy)

LU: Student Office Staffing

April 2013

Interns



Managers

Grade 8

Replacement approved at Grade 7

Grade 7

Grade 6

Support Team

12 people

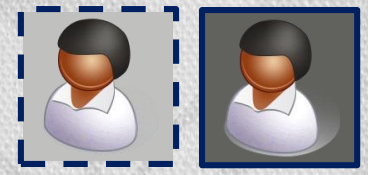
9.0 fte

1 person leaves (1.0 fte vacancy)

LU: Student Office Staffing

May 2013

Interns



Managers

Grade 8

Grade 7

Resigns - Replacement approved

Grade 6

Resigns

Support Team

12 people

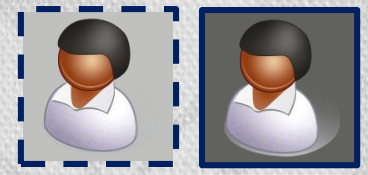
9.0 fte

1 person leaves (1.0 fte vacancy)

LU: Student Office Staffing

June 2013

Interns



Managers

Grade 8

Grade 7

Joint Interviews

Grade 6

Support Team

12 people

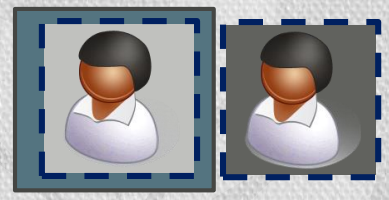
9.0 fte

1 person leaves (1.0 fte vacancy - interviews)

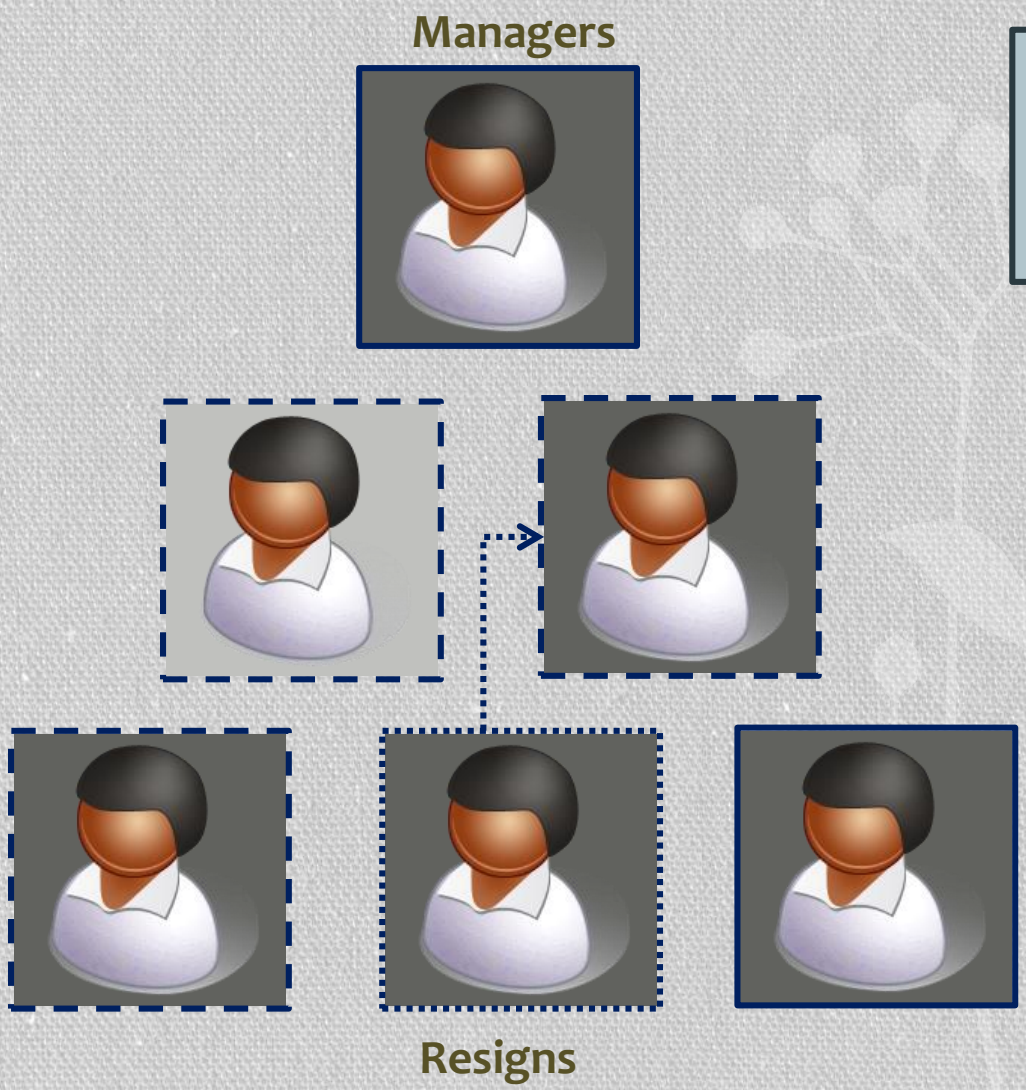
2 weeks secondment to Academic School

LU: Student Office Staffing

July 2013



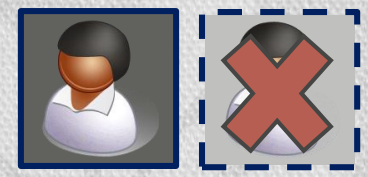
Support Team
12 people
9.0 fte
All in post!



LU: Student Office Staffing

August 2013

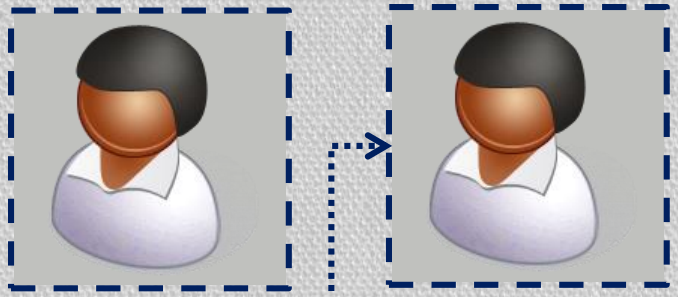
Interns



Managers

Grade 8

Grade 7



Grade 6

Support Team
12 people
9.0 fte
All in post!

LU: Student Office Staffing

September 2013

Interns

Managers

Support Team
12 people
9.0 fte
1 person resigns

Grade 8

Grade 7

Grade 6

Interviews

LU: Student Office Staffing

October 2013

Interns

Managers

Grade 8

Grade 7

Grade 6

Interviews

Support Team

12 people

9.0 fte

1 person leaves - replacement starts (redeployment)

1 person sick leave

LU: Student Office Staffing

November 2013

Interns

Managers

Grade 8

Grade 7

Grade 6

Interviews

Support Team

12 people

9.0 fte

1 person resigns

LU: Student Office Staffing

December 2013

Interns

Managers

Grade 8

Grade 7

Grade 6

Interviews

Support Team

13 people

10.0 fte

1 person leaves

Interviews for vacancy and new post

LU: Student Office Staffing

January 2014

Interns

Managers

Grade 8

Grade 7

Grade 6

Interviews

Support Team

13 people

10.0 fte

All in post!

MANAGER RESPONSE

Firefighter

Characteristics

- Reactive
- Short term solution
- Team response

Function

- For dealing with series of mini crises
- Prioritisation – dealing with urgent
  - Agreeing each day what need to take priority
- Redirect resource to where it is needed

Toolkit

- Communication skills
- Team work
- Ability to think on your feet

Night Owl

Characteristics

- Reactive
- Short term solution
- Individual response

Function

- Doing extra work yourself
- Keeping the show on the road
- Limiting strain on rest of the team

Toolkit

- Resilience
- Commitment
- Support

Juggler

Characteristics

- Proactive/reactive
- Ongoing
- Team and individual response

Function

- Prioritisation
- Balance - Risk mitigation
  - Deciding what not to do

Toolkit

- Effective monitoring systems
  - Good overview of what is happening
  - Foresight of what is coming up
- Communication skills

Protector/Guardian

Characteristics

- Proactive
- Short-medium term
- Individual response

Function

- Protecting time
- Managing expectations
- Communicating position to others
- Managing others' workloads
- Defending staff in the event of something being dropped

Toolkit

- Assertiveness/being able to say "no"
- Political nous – knowing how and when to say "no" (and who to)!
- Negotiation skills
- Broad shoulders

Mood Stone Manager

Characteristics

- Reactive (in a positive way)
- Ongoing
- Individual response

Function

- Managing staff reaction to change/stress
- Maintaining team morale

Toolkit

- Empathy
- Adaptive management style
- Putting own feelings to one side

Problem Solver

Characteristics

- Proactive
- Long term solution
- Team/individual response

Function

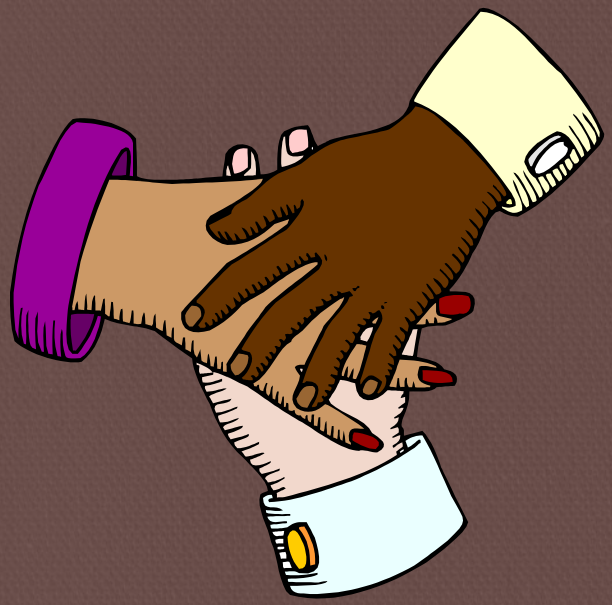
- Assesses alternative approaches and/or process review
- Looks at the bigger picture

Toolkit

- Knowing the big picture
- Access to a sounding board
- Time and space to think creatively
- Willingness to change/view things differently

STRUCTURAL RESPONSE

Team Dynamics



- Genuine Team Effort
- Hard Work
  - Everyone pulling their weight
  - Extra hours
- Support Networks (inside and outside of work)
- Sense of Humour
- Camaraderie
- Positive Attitude
  - “Choose your Mood”
  - Achievement Board
- Staying Calm and Keeping Things in Perspective

Building Resilience

- Shared Office
- Team Communications
  - Monthly Managers Meeting
  - Twice a week briefing for Supervisor
  - 4-6 weekly Team Briefings
- Avoiding Single Point of Failure
  - Multi-skilled Team
    - Task Sharing
    - Mutual Understanding of Roles
  - Process Documentation
- Get Senior Management buy-in for the importance of roles – expedites approval for replacements
- Making the Right Appointments even when….
  - It means making difficult decisions/disappointing hard working colleagues
  - It delays appointments

Making Time for "Management"

- Diarised time once or twice a month
- Deal with non-urgent staffing issues
  - Training
  - Restructuring
  - Reviewing Job Descriptions
- Performance Development Review and Follow-Up
- Longer Term Projects that need the Team's input
- Succession Planning
- Assess Effectiveness of Team Communications

Adding Value to the Organisation

- Efficiency and Necessity of Processes
  - Simplify Structures and workflow
  - Are we doing things in the best way?
  - Find out what "customers" want and focus efforts there
- Reduce Unnecessary Workload
  - Bicycle Books
  - Reduce Failure Demand
  - Review Batching
  - Review Triage Approach
- Gain Recognition of Achievements
  - Target Quick Wins (not the same as quick change)
  - Be proud of success – boast!

THE FUTURE – WHAT NOW?

Student Office – Moving forward

- Not resting on our laurels
- Team getting up to speed
- Still a training need for new staff
- Away Day – 29 April
- Process and Task review
- Strong Team – build on that
- Learn from what we have achieved in time of duress
- Continue to multi-skill staff
- Continue to document procedures
- Proactive succession planning (rather than waiting for someone to leave)
- Re-learn to work outside the "crisis zone" – need to ensure we look to the future – have been short-term-ist in the past few months.

ANY QUESTIONS?

….OR DO YOU JUST WANT TO GET READY FOR DINNER?