



MATT MATTHEOU EXPLAINS HOW TO HANG ON TO YOUR MOST PRECIOUS ASSET: YOUR STAFF.

Relieving itchy feet

For most heads of department, replacing staff can be a time-consuming and laborious process which eats into time that could be utilised in a more productive way. In some cases, it can even swallow up personal time, as many job interviews take place before or after work.

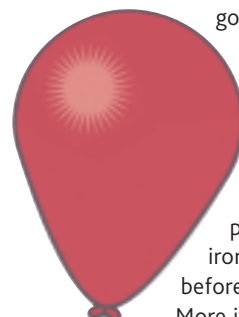
Inevitably, there will always be an element of staff mobility. However, many resignations are the result of people feeling frustrated, under-utilised or simply not appreciated by their current employer and could be avoided with just a little more thought and planning.

INWARD-LOOKING The extra thought and planning starts right at the beginning of the recruitment process. Before you look externally for candidates, always consider the existing talent pool within the department. Is there any internal candidate who could carry out the role? Alternatively, restructuring the roles performed by current staff could enable you both to fill the role and also – by changing people's roles and responsibilities – reignite staff enthusiasm and motivation. In addition, promoting internal talent sends out a very positive message to existing staff that the organisation is serious about nurturing and developing existing employees.

If, however, you decide you are going to have to take someone on from outside the organisation, it is advisable to convey this to your department as soon as possible, explaining to them the reasons why you are going to recruit externally.

EARLY WARNING SIGNS

Maintaining open lines of communication with your staff is crucial. Most people start off with the best of intentions, but the pressures of work and especially the heavy workload which most treasurers now have, often means that these



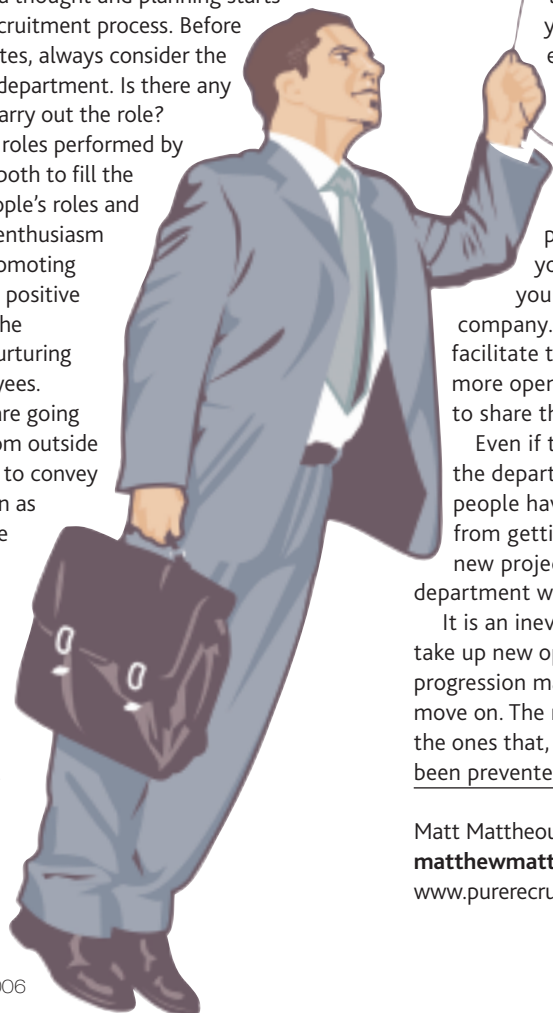
good intentions fall by the wayside. Even a quarterly catch-up with your staff over a coffee can be a good way to gauge how they are feeling and to talk through any frustrations or problems that they are encountering. It can be a useful early warning system, flagging up potential problems early on, thus enabling you to iron out the small niggles people may have before they become serious problems.

More importantly, people feel appreciated more if they believe they are being listened to and that their concerns are taken seriously. As a manager, you need to get to know your staff to be able to evaluate what makes them tick.

FACILITATING TRUST Team events and social evenings can be a good way to facilitate this. They also encourage a feeling of belonging and help to build loyalty within the team. Remember that people leave people, and the way that you manage your staff will have a major bearing on how they see you as well as how they view the department and company. In most cases support and encouragement will facilitate trust, which in turn should ensure that people are more open about how they feel about things and more likely to share their concerns and frustrations.

Even if there is nowhere for people to go internally within the department, it is always a good idea to try to ensure that people have an element of variety in their role to stop them from getting itchy feet. This could include involving them in a new project or even sending them on secondment to another department within the group.

It is an inevitable fact of life that some people will move on to take up new opportunities. Indeed, in some cases, career progression makes it desirable and appropriate that people should move on. The resignations that managers need to be aware of are the ones that, with a little more thought and planning, could have been prevented.



Matt Mattheou is Executive Consultant at Pure Recruitment Group.
matthewmattheou@purerecruitment.com
www.purerecruitment.com