# The 3 R's of workforce development: Recruitment, reward, retention

## Researchers

1. Ms Vinita Duraisingam, National Centre for Education and Training on Addiction (NCETA), Flinders University
2. Dr Ken Pidd, National Centre for Education and Training on Addiction (NCETA), Flinders University
3. Professor Ann M. Roche, National Centre for Education and Training on Addiction (NCETA), Flinders University
4. Dr John OConnor, National Centre for Education and Training on Addiction (NCETA), Flinders University

## Summary

There is widespread concern that the AOD sector faces significant difficulties in recruiting and retaining qualified staff to keep pace with the increasing demand for treatment services. This project examines the relationship between work practices and other factors that impact on job satisfaction, reward, burnout, recruitment, retention, and turnover of frontline AOD workers.

## Outcomes

This study found that job autonomy was the strongest predictor of job satisfaction. Other factors predicting job satisfaction were workplace support, professional development opportunities, and low-levels of client-related pressure. Role overload was the leading predictor of stress level, with low job satisfaction the strongest predictor of turnover intention.

Top-ranked strategies for retaining workers included increased salaries, recognition and appreciation of effort, career and training opportunities, and more workplace support.

Barriers to recruitment included perceptions of low salary, poor benefits, difficult clients, stigma, and lack of respect for the field.

The report found that the AOD workforce appears to be faring quite well with the majority of those surveyed reporting relatively high levels of job satisfaction and relatively low levels of work stress.

The results of the study have been published together with a set of 15 booklets entitled Workforce Development TIPS5: Theory Into Practice Strategies, A Resource Kit for the Alcohol and Other Drugs Field which is also available on CDROM from NCETA.

## References

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