



# Recruitment and Retention Toolkit



NAACCR Professional Development  
Steering Committee: Workgroup on  
Recruitment and Retention

## ACKNOWLEDGEMENTS

The NAACCR Professional Development Steering Committee would like to thank Stephanie Hill, Tresheena Boyd, and Taylor Hessler for acting as the primary authors of this document.

Funding for this project was made possible in part by a cooperative agreement with Federal funds from the Centers for Disease Control and Prevention (CDC) Cooperative Agreement number 5 NU58DP006458. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the CDC.

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## Background

In 2018, the NAACCR Professional Development Steering Committee conducted a survey of central cancer registry directors in both the U.S. and Canada to identify the needs, barriers, and potential solutions to the recruitment and retention of registry operations staff. The survey was specific to recruitment of cancer registrar positions, including those holding the Certified Tumor Registrar credential, as well as other staff involved in quality control activities.

Central cancer registry directors were asked open-ended questions to identify the three biggest barriers in recruiting registry operations staff and to also share solutions. More specific questions were asked about ability to offer a competitive salary, whether staff could work remotely, and recruitment and retention activities.

One of the questions asked was how the NAACCR Professional Development Steering Committee could help central registries with recruitment and retention. The most frequent responses were: collecting and sharing best practices and policies regarding recruitment/retention/working remotely; conducting a salary survey; and providing a platform for sharing related information.

The NAACCR Professional Development Steering Committee developed a small workgroup to develop a recruitment and retention toolkit based on practices collected from central cancer registries and other organizations.

## Overview

The purpose of the NAACCR Recruitment and Retention Toolkit is to provide central cancer registries (CCRs) with proven strategies for attracting and retaining qualified staff. The Toolkit was developed by the NAACCR Professional Development Steering Committee from best practices submitted by CCRs throughout North America. Every CCR is unique, with its own recruitment and retention challenges. Consequently, no one strategy will suit the needs of every CCR, so the NAACCR R&R Toolkit contains a variety of resources to choose from and customize to meet the specific needs of the registry.

## Toolkit

The Toolkit is organized into two primary sections: Recruitment and Retention. Each section is further divided into tools for specific topics:

### *Recruitment*

The Toolkit aims to address two major recruitment barriers identified by the NAACCR Recruitment and Retention Survey: a lack of CTRs and a lack of interested applicants for central registry jobs. The Toolkit also includes broader recruitment resources based on the principle that retention begins with recruiting the right candidates. Not everyone has what it takes to succeed in the central cancer registry setting. The recruitment section of the Toolkit focuses not only on attracting candidates – but attracting the *right* candidates. We provide sample language and templates for job descriptions, tips for job postings and screening applicants and interview strategies. For central registries experiencing a shortage of CTRs, the Toolkit includes resources for identifying and training candidates to become CTRs.

<u>Tool</u>	<u>Description</u>
Job Description Templates	Customizable templates based on job descriptions from several registries. Plug in language from the Job Description Builder or create your own.
Guidance for Job Postings	If you have the ability to draft your own job postings, use these tips to attract qualified candidates.
Recruitment Flyer	A customizable flyer highlighting the many benefits of working in a central cancer registry. Use the flyer as is or add your own logo and unique attributes of your registry.
Job Posting Resources	A listing of online options for advertising job openings.
Pre-Interview Applicant Evaluation	Use this tool to prioritize which candidates to interview based on minimum and preferred qualifications.
Applicant FAQ	Meant to be provided to the candidates when you have too many applicants to interview and need to screen out those who may not be right for the position. Customize the questions to meet your registry's needs.
Applicant Tests	Mini-exams to assess an applicant's knowledge, from anatomy and physiology and medical terminology to cancer registry coding principles.
Interview Strategies	Best practices for use before, during and after the interview.
Sample Interview Questions	Examples of questions to ask during the interview.
Candidate Score Sheet	Use to objectively evaluate and compare candidates based on a set of pre-defined criteria.
Growing a CTR – Choosing the Right Candidate	Resources for identifying and attracting non-CTRs for training.
Student Visit Procedure and Agenda Templates	A best practice to orient cancer registry students to the central registry and generate interest in applying for central registry positions.
Training Resources	Tools successfully used by registries to prepare new employees to become CTRs.

### *Retention*

The NAACCR Recruitment and Retention Survey identified several barriers to retention, including non-competitive salaries, lack of promotional opportunities, and lack of job flexibility (i.e., working remotely). While some barriers are beyond the control of central registries, the workgroup identified practices used by some registries to successfully retain staff despite these barriers.

<u>Tool</u>	<u>Description</u>
Creating Engaged Employees	Engaged employees are more likely to remain in a job. Use these tips to increase engagement among central registry staff.
Functional Job Descriptions	When generic job descriptions don't match day-to-day job duties, expectations can be unclear for both the employee and the manager. Functional job descriptions can help clarify expectations and lead to success.
Retention Interviews	Regular one-on-one discussions with staff can help identify and address issues before they lead to a resignation and can allow you to personalize retention strategies.
Exit Interviews	When someone does resign, an exit interview can help identify root causes and improve practices.

## Other Considerations

There are some factors affecting central registry recruitment and retention, such as salary and work flexibility, that are beyond the control of the registry. The NAACCR Professional Development Steering Committee should continue to explore resources to assist central registries in advocating for change, including conducting a survey of central registry salaries and developing telecommuting best practices.