Conquering Staff Turnover: Promoting Resilience & Providing Professional Development for Residential Staff

Learning Objectives "the How"

- Application of strategic leadership principles and tools to a "problem"

- Breaking down departmental "silos" for true partnering

- Promoting staff resilience through Trauma Informed Care principles

VILLA*of*HOPE

Learning Objectives "the What"

- Recruiting & Hiring Practices

- "On-Boarding" Training Program

- Professional Development for All Staff

- Continuous Innovation

VILLA*of*HOPE

Staff Turnover: How bad is it?

VILLA*of*HOPE

Staff Turnover Data Examples

- Staff turnover in private not-for-profit agencies including RTC's ranges from 30-50% (Claiborne et al., 2015)

- NYS Child Care Worker Turnover = 40.6% (COFCCA, 2018)

- NYS Child Care Worker Supervisor Turnover = 18.1% (COFCCA, 2018)

VILLA*of*HOPE

History of Villa of Hope Staff Turnover

Multi-Year View of Annual Employee Turnover Total Percentage

Legend: —●— Agency Wide Turnover

VILLA *of* HOPE
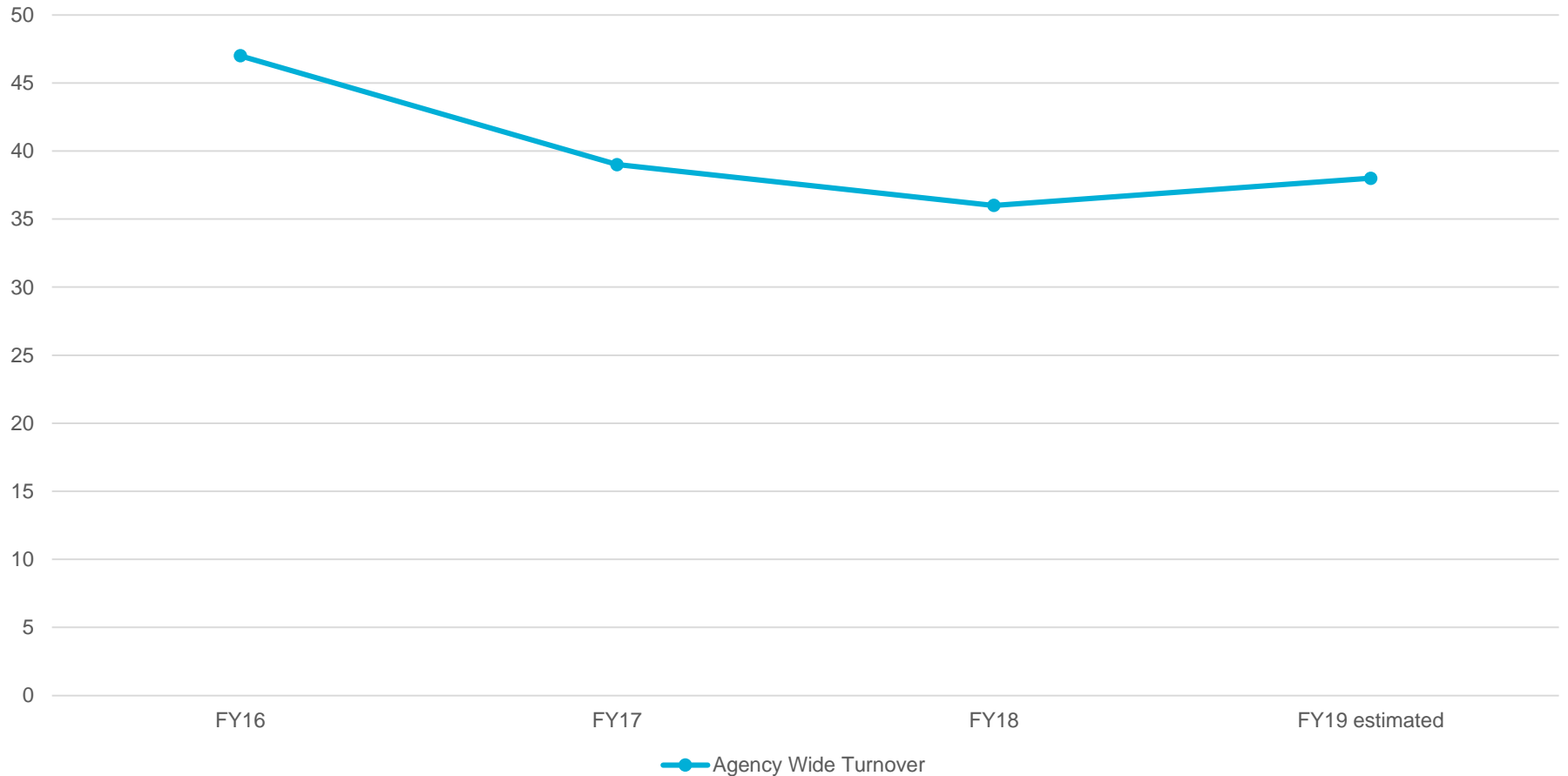
Strategic Leadership to Address Staff Turnover

- Strengths, Weaknesses, Opportunities, & Threats (SWOT) Assessment

- Strategy Map / Objectives

- Scorecard / Measures

VILLA *of* **HOPE**

Breaking Down Silos

Mutual Support & Accountability

Promoting Staff Resilience through Trauma Informed Care

VILLA *of* HOPE

Promoting Staff Resilience through Trauma Informed Care

VILLA *of* **HOPE**

Recruiting & Hiring Practices

- Job Descriptions:
  - A degree is nice, but is it needed?
  - "Essential Functions"
  - Competencies – "the ticket in the door"
- Behavior Based Interview Questions:
  - Give me an example of when you…
- Internship Program:
  - Moving upstream in the recruitment process

VILLA *of* HOPE

Job Competencies Pyramid

VILLA*of*HOPE

On-Boarding for New Staff

VILLA *of* **HOPE**

On-Boarding for New Staff

- How long does it take to learn this job?
  - What our data told us…
- On-Boarding Checklists:
  - What our data told us…
  - A best practice that is still evolving
- Stay Surveys:
  - What our data told us…
  - What to ask, when to ask, how to ask

VILLA*of*HOPE

Professional Development for ALL Staff

VILLA*of*HOPE

Professional Development for ALL Staff

- Development vs. Training:
  - Training is "outside-in" learning
  - Development is "inside-out" learning & growth
- Professional Development Plans:
  - Initiated at 6 months
  - Reviewed Annually
  (concurrent with annual performance appraisals)
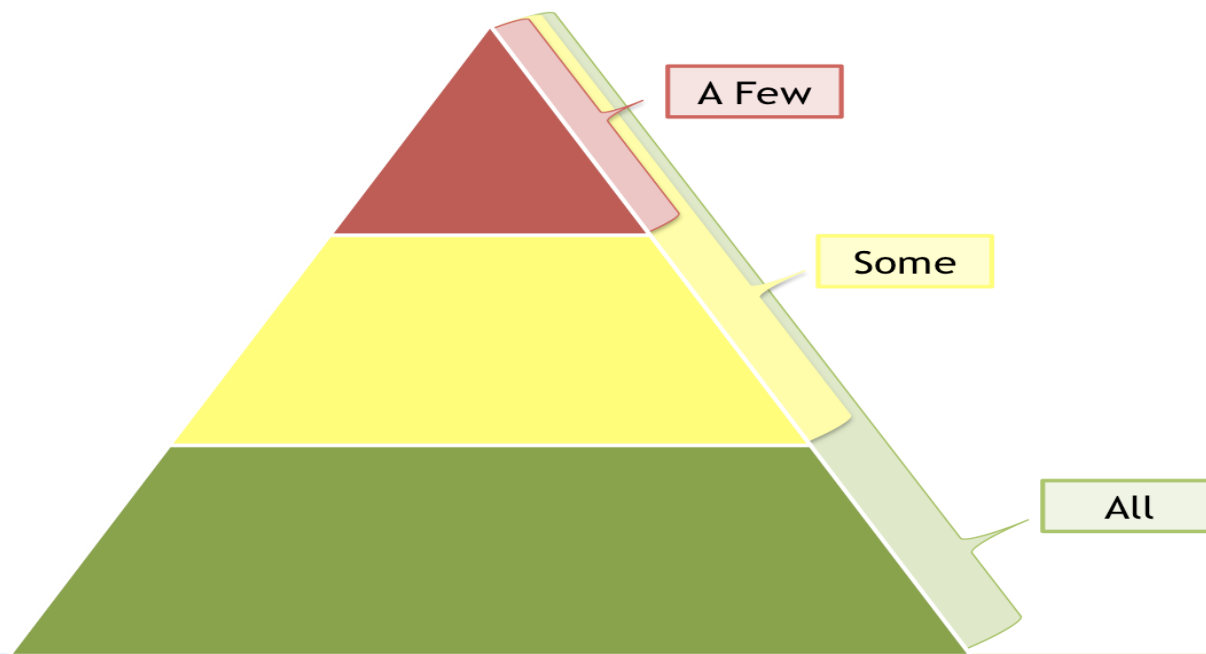 - Employee Engagement Tool
  - Succession Planning Tool

VILLA*of*HOPE

Innovation:
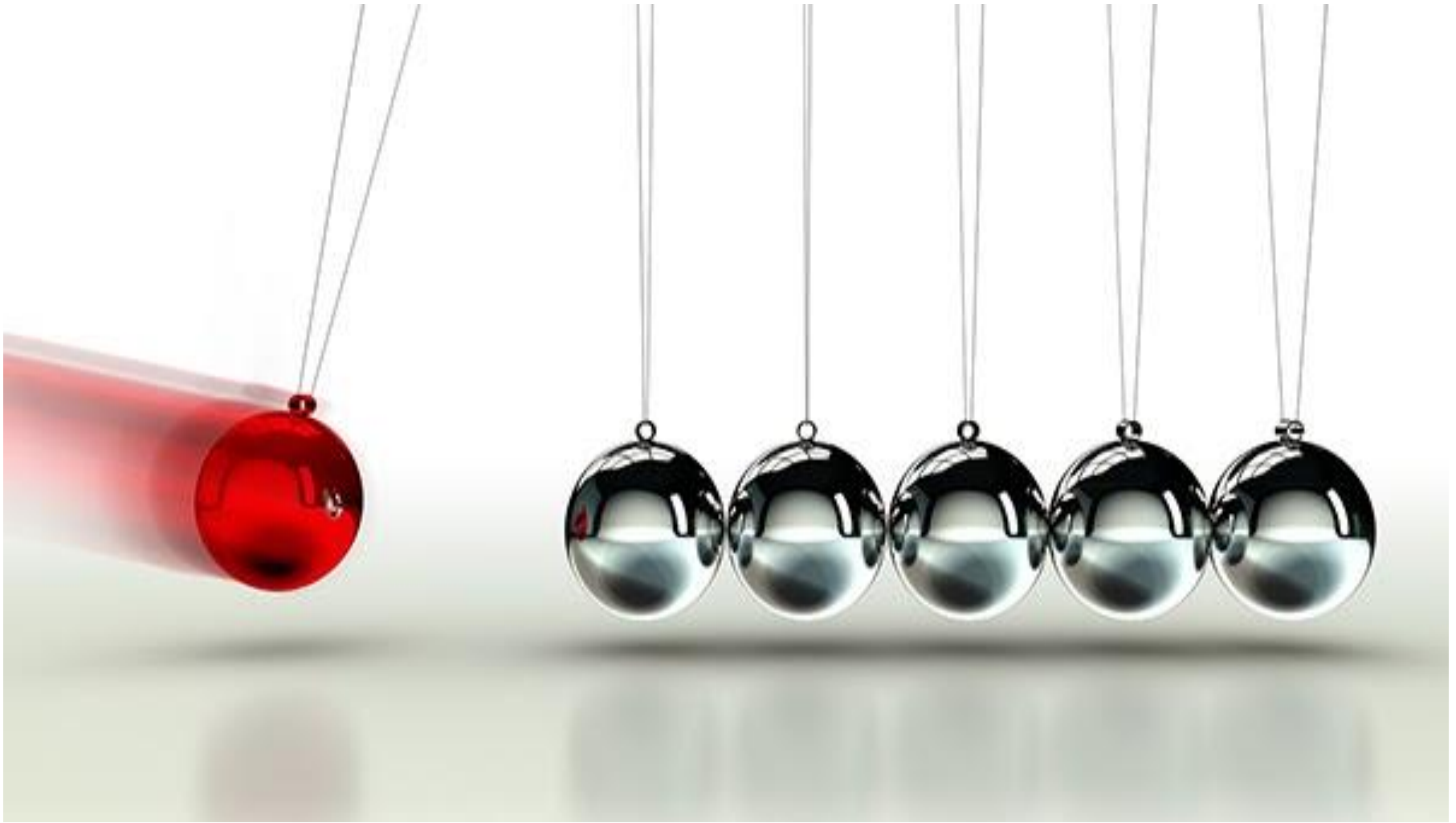# Differentiated Training Tracks

- Residential Programs have different needs than Community-Based Programs

- Supervisors have different needs than non-supervisory staff
  - Monthly ELT/OLT/Managers/Supervisors mtgs
  - Quarterly "Leadership Deep Dive" workshops
  - Individual Leadership Coaching for ELT
  - Group Leadership Coaching for OLT

VILLA*of*HOPE

Innovation: Multi Tiered System of Supports (MTSS) for Staff

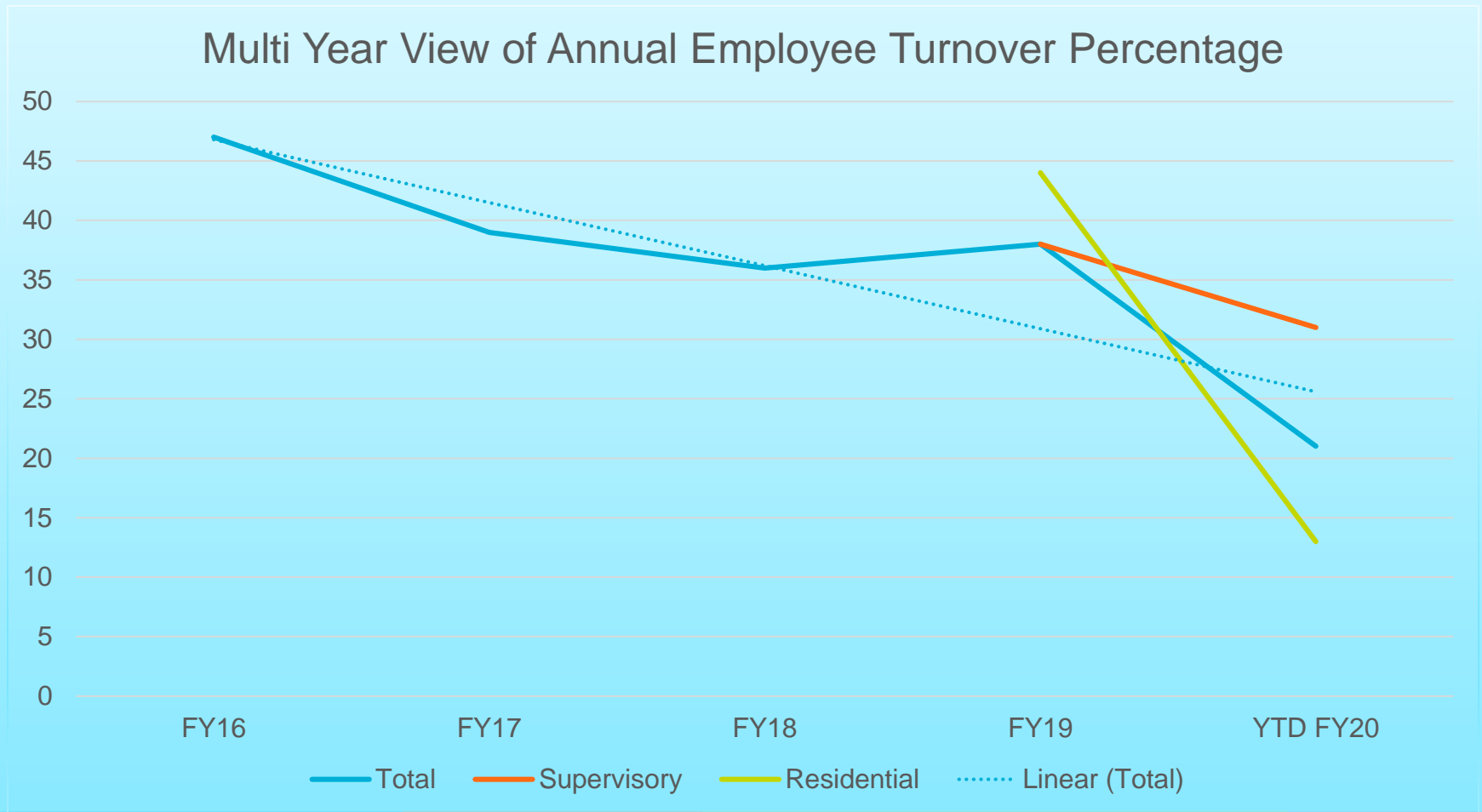*A layered framework of delivery that involves greater and greater intensity of supports and interventions based on stakeholder response.*

VILLA *of* **HOPE**

Measures of Impact

Villa of Hope Turnover Today

Multi Year View of Annual Employee Turnover Percentage

Legend: Total — Supervisory — Residential — Linear (Total)

X-axis: FY16, FY17, FY18, FY19, YTD FY20

VILLA *of* HOPE

Questions & Discussion

VILLA *of* **HOPE**

Carrie Carl, LCSW-R

Chief Strategy Officer

Villa of Hope

carolyn.carl@villaofhope.org

www.villaofhope.org

VILLA*of*HOPE