



EMPOWERING YOUR WORKFORCE FOR IMPACT

Strategies, Case Studies, and Solutions



Speakers



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Growth & Partnerships



**Goals for
our time
together...**

Assessing difficulties in recruitment and hiring in the field



Sharing a successful case study in large-scale, rapid hiring at a child welfare program for unaccompanied migrant children



Workshopping scenarios and risks in staffing

The People We Serve



Veteran Services

Homelessness prevention/stabilization, parenting programs, financial assistance, and behavioral healthcare for Veterans and their families.



Community Services

Housing and employment for Veterans, families, seniors, children, and individuals requiring case management, clinical services, and life-skills training.



Migrant Services

Direct care, migrant wellness support, case management, home study and post-release services, staffing, and holistic programming for unaccompanied migrant children and families.



Emergency Services

Disaster relief and recovery, staffing, and case management helps our community's most vulnerable individuals, including victims of hurricanes, tornadoes, public health crises, and inclement weather.



Introducing Endeavors

Endeavors is a 55-year-old faith based national non-profit founded by five Presbyterian churches who came together to serve San Antonio's homeless population by providing:

- health care
- childcare
- education
- homelessness support
- senior citizen support

By the 1980s, additional programs such as

- youth recreation
- emergency shelters for youth
- food banks
- clothing
- professional counseling



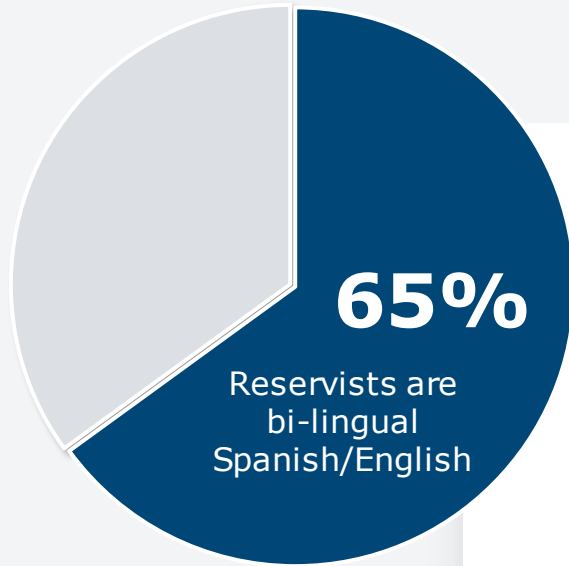
Introducing Endeavors



Over the next three decades, programs initiated by Endeavors became household names within the community and the region.

By the year **2000**, Endeavors had expanded the scope of the organization nationally through supportive housing, job training, employment, case management, youth development services, homeless services, and group and individual counseling.

During the period **between 2010-2022**, Endeavors developed into a national provider of shelter services and staffing responding to national disasters and humanitarian crises.



Reservist Model




With over **1,600** professional reserve staff located throughout the United States, Endeavors is available to deploy within 72 hours of activation in response to public health emergencies.


Reservist work qualities:

- Educational backgrounds
- FEMA Emergency Management Independent Study (IS)
- National Incident Command System
- First Aid & CPR Certifications



Reservist Model




All Endeavors reservists undergo a full background check process.



Maintain certifications and high levels of proficiency in shelter operations trainings.



Endeavors primary area of staffing services consist of specialized shelter operations personnel.





Timeline of Endeavors Deployments



Since 2012
40 deployments



8,000
Staffing Support



Staffing services for
National Disasters and
Humanitarian Crises

Timeline of Endeavors Deployments

Emergency Unaccompanied Minor

Direct Care - 2,000 Children

Lackland A.F.B San Antonio, TX

(Reservist 350)

2012

Emergency Unaccompanied Minor

Direct Care - 7,000 Children

Lackland A.F.B TX and Fort Sill, OK

(Reservist 1,142)

2013

2014-
2015

2014-
2017

Emergency Unaccompanied Minor Direct Care - 150 Children

Nathrop,CO (Reservist 80)

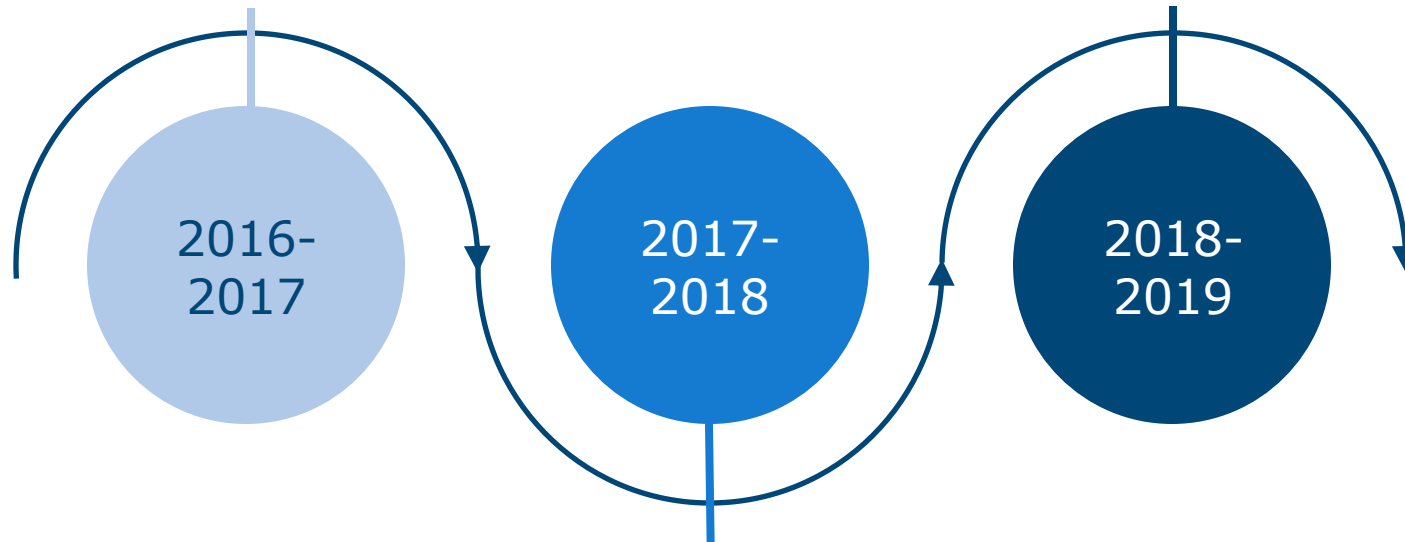
Social Work Services - 500 Native American Children

Bureau of Indian Affairs, ND Spirit Lake
Indian Reservation (Reservist 4)

Timeline of Endeavors Deployments

**Emergency Unaccompanied Minor
Direct Care - 7,000 Children**
Dona Anna, NM (Reservist 1,400)

**Emergency Unaccompanied Minor Direct
Care - 6,200 Children**
Tornillo, TX (Reservist 1,600)



Hurricane Harvey Incident Support - 1550 Evacuees
Houston, TX, Port Arthur, TX and Orange, TX
(55 Reservist)



Timeline of Endeavors Deployments

**Emergency Hurricane
Laura Evacuation Shelter -
4,683 clients**
Dallas, TX (Reservist 50)

**Emergency Unaccompanied
Minor Direct Care -
1,000 children**
Carrizo, TX (Reservist 130)



**Emergency Relief
Operations Tornado
Response - 500 clients**
Mayfield, KY (Reservist 4)

**Emergency Homeless
COVID-19 Shelter
Operations - 9,140 clients**
Dallas, El Paso, and San
Antonio, TX (Reservist 167)

**Emergency
Unaccompanied Minor
Center - 17,000 children**
Pecos, TX (Reservist 845)

**Emergency Family Staging
Centers - 15,145 families**
8 cities across AZ and TX
(Reservist 208)

2020



2022

Staffing Children Shelters



Residential Facility

Teenage Girls
12-17 years old



Residential Facility

International Children
5-17 years old



Residential Facility

0-18 years old



DFPS

Conservatorship

0-17 years old

Staffing Children Shelters



Country of Origin



24/7 Congregate Shelter



Bed Capacity of 3,000 beds



Unaccompanied Children





Behavioral Health Emergency Response



Services Offered



Mental Health Counseling



Stress Reduction Support



Substance Abuse Counseling



Rental & Mortgage Assistance



Utility Payments

Emergency Mental Health
Services Uvalde, TX (July
2022 - Current)



Case Management
and Mental Health
Counseling



Status of the US Labor Market In Child Welfare





State of US Child Welfare Workforce Pre and Post-Covid

WHY THE WORKFORCE
MATTERS



Child Welfare v. Other
Categories



Number of Programs
v. Employees



National Child Welfare Work
Institute Covid-19 Workforce
Needs Assessment

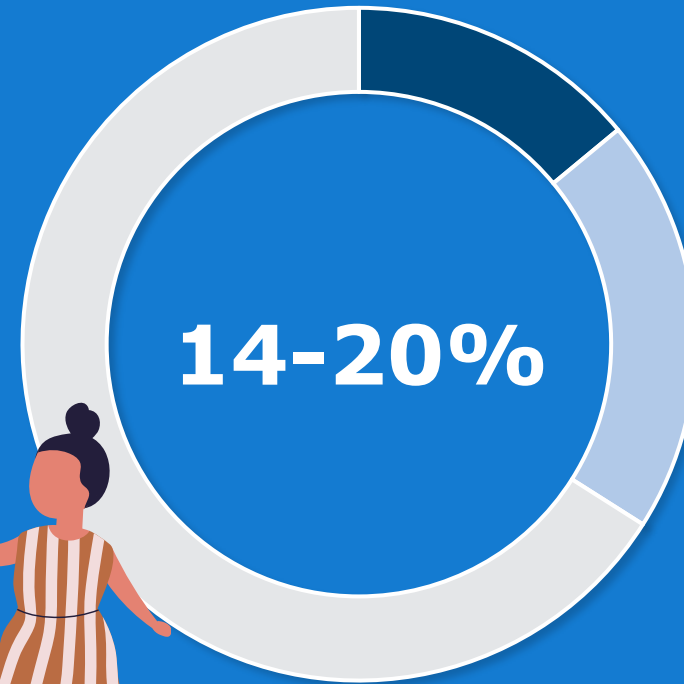
Attrition: Its Cost and Consequences

Average cost for each worker leaving

\$54,000



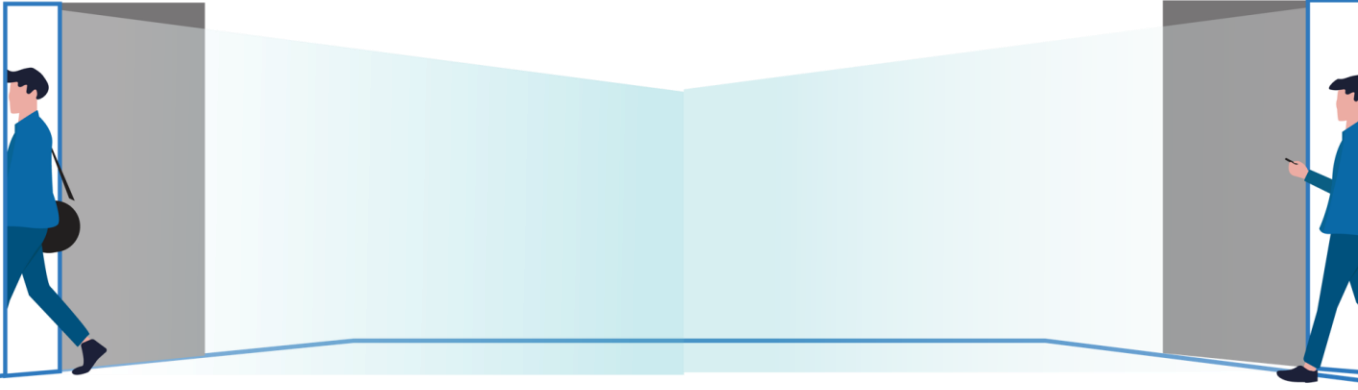
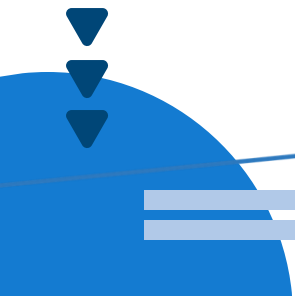
Annual child welfare workforce turnover





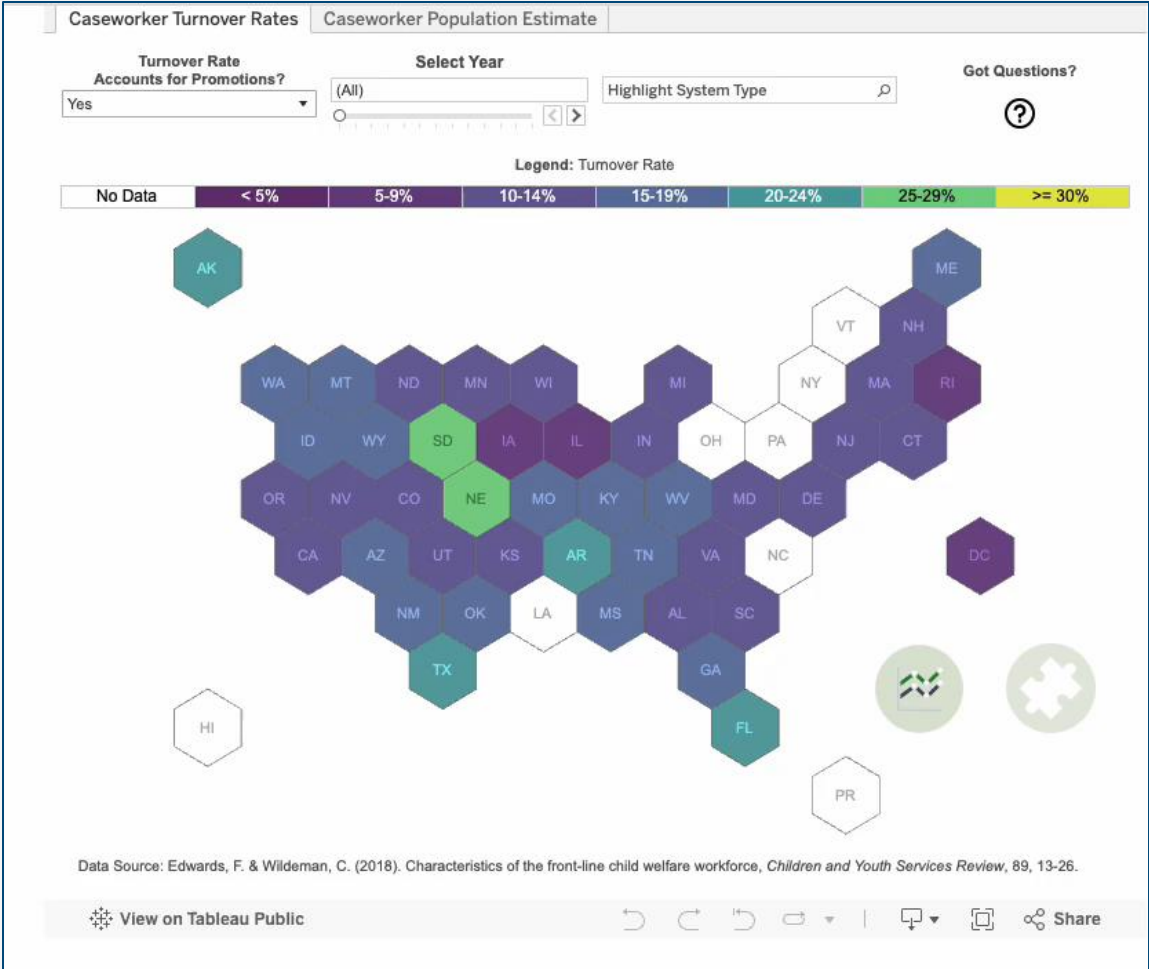
Calculate Your Agency's Aggregate Turnover Rate:

$$\frac{\# \text{ Workers that have left the agency in a year}}{\text{Average number of workers at the beginning of every month}} \times 100$$





State Specific Turnover Rate





Taking Control by Focusing on the Important Part of Organizational Culture





Challenges Demonstration





Principles to keep in mind



People who are waiting for work are **anxious to hear from you.**



It costs on average \$54k to replace them after turnover.



If a person cannot meet their basic needs with their salary, **they will look for other work.**



If there is **strong team cohesion and a sense of purpose**, people will stay in their jobs.

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CASE STUDY:

Pecos Children's Center

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PCC Recruitment: The Secret Sauce



Federal Contract Recruitment Tips:

- Connect with Business Development BEFORE
- Background Checks
- Application Questions
- Know Your Small and Disadvantaged Business Goals (and Resources)

Recruitment for Large Projects Tips:

- Hire Your Recruiters First!
- Invest in Comparative Analysis
- Headhunt



PCC Recruitment: The Secret Sauce



Municipal Workforce Programs

Recruitment within Specific Ethnic Communities



Colleges & Universities

- Community Colleges & Universities Job Fairs
- Be a Guest Lecturer
- Work Study
- Social Work Programs (UTCL)
- Job Boards



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PROGRAM OVERVIEW:

PCC Staff Retention

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Why Do We Need a Staff Wellness Program at PCC?



The **work environment** at PCC is **unique and demanding**

Staff work long hours under stressful circumstances, far from family, friends and home

The PCC Wellness Department Goals include:

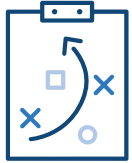


- supporting PCC staff through evidence-based health promotion programming
- providing opportunities for increasing morale and connection on campus and at the lodges
- enhancing the work and food environment for staff





How Does the PCC Staff Wellness Program Work?



Baseline site needs assessment and phased strategic plan



Development and implementation of On- and off-site programming for staff, in areas including:

- Mental Health
- Physical Activity
- Nutrition
- Tobacco Cessation/Substance Use
- Health Education
- Disease Prevention/Occupational Health Services
- Games/Morale
- Connection/Positive Psychology
- Spiritual Support
- Excursions for staff on their day off
- Evaluation/data collection & reporting




Key Components and Activities



- 1 Consistent programming, evaluation and growth
- 2 Consistent staffing and operational effectiveness
- 3 Staff Recognition Program
- 4 Wellness Ambassadors Group
- 5 Clear and Consistent Communication
- 6 Events for Staff

Key Components and Activities (cont'd)

- EAP/Roving crises counselors after critical incidents
- Enhancing the PCC food environment
- Occupational health and urgent care services
- Staff suggestions and feedback process
- PCC Wellness incorporated into New Hire Orientation
- Selection of PCC mascot via staff and UC voting
-  Multi-channel communication for staff





Ruby-Throated Hummingbird

- Winters in Central America
- Migrate to USA during warmer months – East of Rocky Mountains
- Weigh same as US nickel
- Colorful: reds, greens, black/grey



PCC's Mascot Tzunun



Baseline Assessment and Proposed Roadmap

How far we've
come since
September 2021!

	Current	Phase 1 1-2 weeks	Phase 2 30-60 Days	Phase 3 60-90 Days	Phase 4 90-180 Days
Emotional Health and Wellbeing	X	X	X	X	X
Private Counseling/Teledoc Room		X	X	X	X
Physical Activity at PCC		X	X	X	X
Nutrition/Hydration Support	X	X	X	X	X
Spiritual Support/Services	X	X	X	X	X
Target Lodging Concerns - Equipment		X	X	X	X
Morale/Engagement	X	X	X	X	X
Dedicated Staff Break Area		X	X	X	X
Staff Recreation Area		X	X	X	X
MWR Resource Communication Station		X	X	X	X
Breaks: Comfort, Nutrition and Wellness			X	X	X
Onsite Endeavors MWR Coordinator			X	X	X
Comfort Kits (Current and New Emp)		X	X	X	X
Mentor/Coaching for New Staff			X	X	X
Sleep Hygiene Support			X	X	X
Laundry Service			X	X	X
Modified Deployment Schedule				X	X
Onsite Occupational Health Service				X	X
Health Maintenance/Primary Care				X	X
Substance Use /Abuse Support				X	X
Adjusted Deployment Schedule				X	X
Permanent Wellness Space					X






WELLNESS WEEKLY SCHEDULE




MON	TUE	WED	THU	FRI	SAT	SUN
30	31	1	2	3	4	5
9am Campus Walk 3:00pm Meditation Music 4pm Tent Closed for Cleaning and Disinfecting	9am Campus Walk 3:00pm Meditation Music 4pm Tent Closed for Cleaning and Disinfecting 6pm Mindfulness with Tiffany	9am Campus Walk 3:00pm Meditation Music 3pm Spiritual Services 4pm Tent Closed for Cleaning and Disinfecting	9am Campus Walk 3pm Meditation Music 4pm Tent Closed for Cleaning and Disinfecting 4pm Bachata @ Multi-Purpose Bldg. 6pm Round Table Talk BHM-Diaspora	BHM Muster Trivia 9am Campus Walk 2pm Jum'ah Prayer 3pm Meditation Music 4pm Tent Closed 5pm Loteria	9am Campus Walk 4pm Tent Closed for Cleaning and Disinfecting	3pm Spiritual Services 4pm Tent Closed for Cleaning and Disinfecting 5:30pm Yoga @ Building 3 room 38



For Questions Call:

432-940-6523 |

571-541-7523





Programming: Staff Wellness

Major Events:

- Staff Recognition
- Employee of the Week
- Employee of the Quarter
- 1 Year of Service Recognition
- Tobacco Cessation Training for Wellness Ambassadors as part of the Taking Texas Tobacco Free Initiative

Since inception in October 2021, there have been over **76,863** instances of staff participation in over **2,197** wellness activities.

Activities



Bible Study



Book Club



Special Events and Programming such as Tai Chi, Salsa, Karaoke (on and off site)



Wellness Ambassadors from each department



Wellness excursions such as Mountain Hikes, Carlsbad Caverns, Pecos Rodeo



Roving crisis counselors to support staff emotional needs



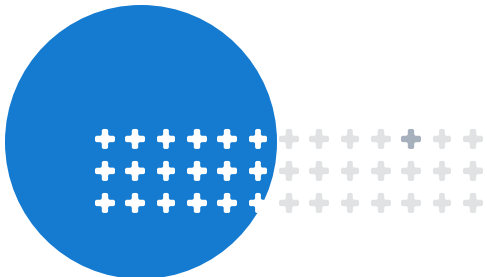
Weekly staff recognition



Food truck onsite for staff



Staff sports tournaments such as basketball and volleyball





EAP

Employee Assistance Program

The EAP is a confidential counseling resource for employees and members of their household.



Marketplace Chaplains provides personalized and proactive employee care through the use of dedicated Chaplain Care Teams for each company location.



Staff Excursions on Days Off



Day Hike to Guadalupe Mountains

SPONSORED BY:
STAFF WELLNESS
318 - COBBLESTONE

SATURDAY, APRIL 30TH
For Employees on Their
Scheduled Day Off

PECOS
EMPLOYEE WELLNESS PROGRAM
318 | 318

RESERVE your space by 4/29
Contact & INFO at:
432-940-6523

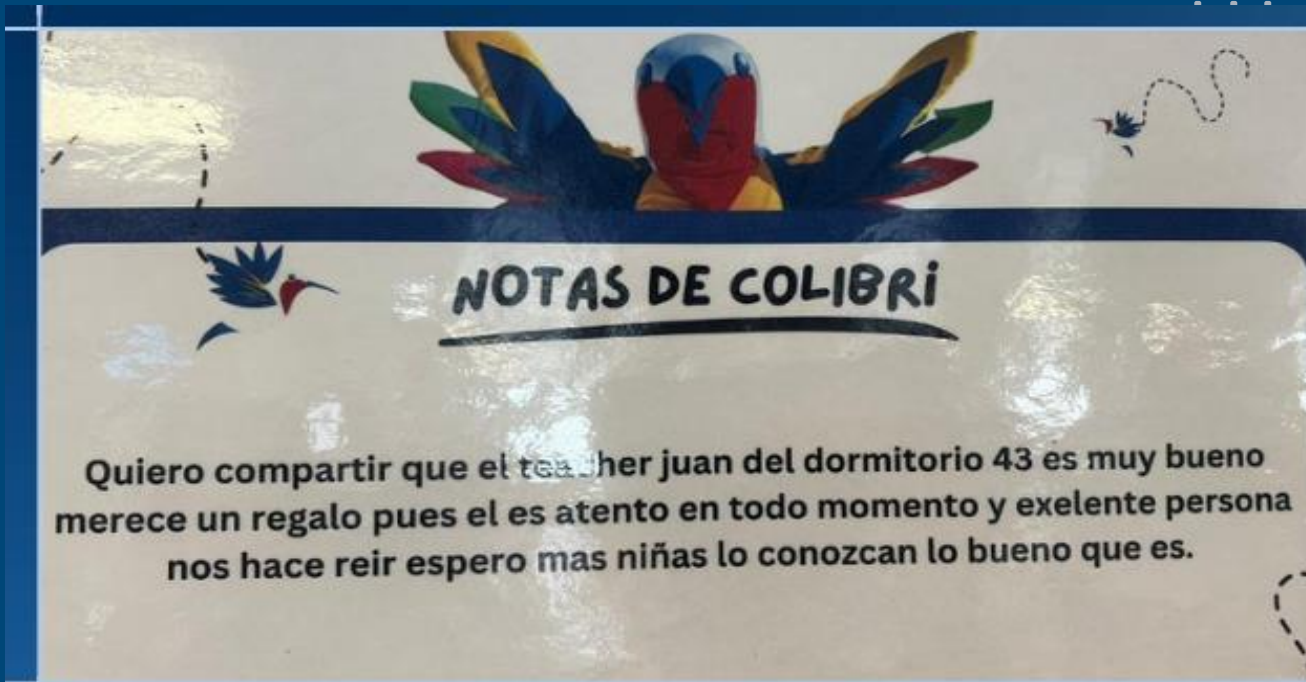
The flyer features a background image of a mountain range. It includes a logo for the Pecos Employee Wellness Program, which consists of two hands holding a green plant. There are also icons of a tent and trees, and a silhouette of a hiker. The text is arranged in a clean, modern layout with a mix of bold and regular fonts.



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Feedback Loop Improvements



- Consider your **stakeholders** and **roles**
- Establish consistent **loops** and **accountability**
- Ensure **follow up** promptly, even if the answer is no



Takeaways





Thank You

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ENDEAVORS