

Developing a Site Plan

Staff Recruitment and Retention Intervention Strategies

Directions: This worksheet will help you define your workforce challenge and help you select an intervention strategy that best matches your needs. Read the questions and the discussion /reflection section after each question. These are designed to help you think about the challenges you face and help you define your answers.

1. What problem will you address?

Discussion/Reflections:

This is where you define the problem you are experiencing around workforce challenges. This will be the problem you will want to address through participation in the affinity group. Remember you will be reporting back to the advisory group about what intervention strategies are working and which ones are not. It would be a good idea to do a turnover calculation and maybe some opinion surveys to define the problem facing you as an employer. The better you define the problem you are experiencing the easier it will be to define a workable plan.

Think about the problem in terms of how you believe it is affecting your turnover and outcomes for people being supported. Why are employees leaving? Do they lack important skills? Are coworkers having difficulty working with each other? What happens when you hire someone from the time they walk in your doors to when they are faced with the responsibility of providing support to individuals with disabilities on their own for the first time? What training and orientation opportunities do you offer? What kind of support is offered to new employees until they demonstrate some competencies to perform the job expectations? Are long term staff bored and disheartened by repetitive training and ready for something new or a chance to test out? Etc.

This information will help you to select and develop an intervention strategy to meet your needs.

2. How big is the problem? What is the baseline level of performance at your site in regard to this problem (e.g., crude separation rate, % of new hires recruited by current workers, organizational commitment level, job satisfaction rates, areas staff have identified as needing improvement, average tenure of workers who quit, why do workers leave your organization, vacancy rates)?

Discussion/Reflections:

Define the scope of the problem in terms of your turnover calculations and employee satisfactions surveys. Be as concrete as possible and use observable, measurable descriptions.

Think about each site as well as the overall picture. Are you experiencing these difficulties or concerns with employees across the board or are there certain positions or places where these problems are the most critical? For instance, support sites that pull from very rural areas or from other demographic populations that may need a different pace for training or more flexibility in times and places for training. Perhaps the core group of DSPs who provide supports to a particular consumer demographic require more training. (such as a person with challenging behaviors or complex medical needs). Do employees work in teams or are they often scheduled alone?

Honing in on where you see the intervention strategy making the most difference will help you develop a reasonable pilot that is likely to have the biggest impact.

We will need a baseline for the pilot to ensure we have a fair understanding of the impact of the intervention. Gather concrete numbers and information that can be compared at the end of the pilot.

3. What strategy do you propose to address this problem?

Discussion/Reflections:

This will be related to the affinity group you are participating in:

- 1) capacity building,
- 2) supervisor training,
- 3) technical assistance,
- 4) direct support professional training,
- 5) credentialing and apprenticeship,
- 6) recruitment and marketing.

Within each affinity group you will need to select what specific intervention strategy to concentrate on and how you will implement the strategy. Here are some ideas:

- Recruitment and selection
 - Expand recruitment sources
 - Innovative recruitment practices
 - Structured interviews
 - Realistic job previews
- Orientation and training
 - Focus on socialization
 - Improve orientation practices
 - Competency-based training
 - Mentoring programs
- Recognition
 - Networking
 - Enhance career opportunities
 - Formal and informal recognition
- Supervision/management
 - Support and train supervisors
 - Team building
 - Participatory management

4. What are the major components of the intervention strategy?

Discussion/Reflections:

This is the area where you start to develop what strategy you will use and how you will begin to implement it. What are you going to do first? Second? Third? Etc. This becomes the outline for your agency plan.

5. Who will be involved in developing, implementing and evaluating the intervention? What roles will each type of person play?

Discussion/Reflections:

Who will be involved? You will need to have someone (a leader or champion) who will be responsible for:

Developing, implementing and evaluating the intervention and will hold all stakeholders and/or participants accountable to fulfill their roles.

Who else will need to be involved if this intervention is to be a success? Name each person and then.... define their role in the pilot.

What roles will each type of person play?

Consumers and family members

Direct support workers

Supervisors and administrators

To make this work who has to be involved and have buy-in to the intervention?

6. What will you do? What are the main steps in implementing this intervention?

Discussion/Reflections:

Picture how you see this plan being carried out. There is merit in keeping things simple because it is more likely you will get buy-in and that people will do what you assign to them. Go back to #4 and begin to flesh out your basic outline. Fill in more detail for each step and be specific.

Can you hand this plan to someone new and would they be able to follow through with the steps you have outlined, if you or the person assigned to carry out the plan were to be promoted or leave their position in the middle of the plan? You could use the following format:

<i>Action step#</i>	<i>Description</i>	<i>Person responsible</i>	<i>Timeline</i>	<i>Cost</i>	<i>Done</i>

(Use as many rows as you need to make this work for your plan do not limit yourself to only 4 rows)

7. What are the costs associated with this intervention?

Discussion/Reflections:

No matter what strategy you use there will be a cost. Here are some things to consider when anticipating costs to each step of the intervention:

- Cost of people's time
- Cost of outside consultants
- Cost of rewards or prizes
- Cost of equipment (new or used)
- Cost of supplies
- Cost of travel
- Other costs _____(describe)

8. *What are the main barriers to using this intervention? Consider the board, administration, staff, consumers, parents/family members, and other stakeholders.*

Discussion/Reflections:

Consider the following sources of resistance:

Legislators, the governor, agency staff, DSPs, consumers, parents/family members, and others

- Costs
- Time
- Resistance to change

These will be very different for each employer but it is important to identify possible resistance and then have a plan to deal with these barriers.

9. *Identify the arguments you will use to support using this intervention. How will you enlist the support of various stakeholders?*

Discussion/Reflections:

Again look at where resistance will come from and then develop reasons this will work based on information that is measurable such as research studies, cost of turnover now, personal cost to the individual's being supported who are receiving poor quality support, etc. It is important to anticipate resistance and develop convincing arguments around swaying those who might sabotage the intervention.

Who is going to commit to being a champion for the pilot? Who cares about it and will work with stakeholders to give it a good honest try? Who has the time, energy, and desire to see it through?

10. *What are the next steps? What are your time lines?*

Discussion/Reflections:

In general timelines are set by the project. Try to spell out exactly what needs to get done in your plan by when based on these, and also maybe who will help and/or is responsible for these. See the model suggested in step #6.

11. How will you assess whether the intervention worked?

Discussion/Reflections:

Remember Step #2. You will want to use the same assessment tools at the end of the project so you can compare your results. So, if you use the turnover computation worksheet and employee satisfaction survey there, you will use the same tools in this step. Then you can compare your data and know whether your intervention strategy was successful.

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In the Spotlight

Site Plan Questionnaire: An Example

1. What problem will you address?

- *We are constantly hiring new people but we never have enough to fill all the hours.*
- *The new people barely get started before they quit.*

2. How big is the problem? What is the baseline level of performance at your site in regard to this problem (e.g., crude separation rate, % of new hires recruited by current workers, organizational commitment level, job satisfaction rates, areas staff have identified as needing improvement, average tenure of workers who quit, why do workers leave your organization, vacancy rates)?

A baseline analysis reveals that the annual turnover rate is 75% per year; 60% of all new hires leave in their first six months on the job; 55% of new hires report that their expectations about the job did not match their actual experiences; and 25% of sites report significant interpersonal conflict between staff members. Exit interviews reveal that many of those who leave within six months of being hired didn't know what the job was really going to be like.

3. What strategy do you propose to address this problem?

We will develop a realistic job preview intervention to increase the chance that newly hired staff members will have realistic expectations about their jobs and will stay in their jobs for at least one year.

4. What are the major components of the intervention strategy?

- *Review the job description to ensure that it is complete and accurate*
- *Use assessment results to identify what to include in the RJP (Summarize information recruits are unlikely to know or have unrealistic expectations about)*
- *Developing a strategy to present the information to new recruits*
- *Implement the strategy*
- *Measure the results, evaluate success and modify based on feedback*

5. Who will be involved in developing, implementing and evaluating the intervention? What roles will each type of person play?

- *A team consisting of an administrator, a manager, 3 frontline supervisors, 3 direct support professionals, and an individual who receives services will develop the intervention plan.*
- *Each frontline supervisor on the planning team will work with a team of direct support professionals, parents, and individuals receiving supports to develop a realistic job preview for the site they supervise.*
- *The planning team will reconvene quarterly to review progress and evaluate the intervention.*

6. What will you do? What are the main steps in implementing this intervention?

- ***Meet with the planning team to establish a timeline for the project***
- ***Survey current staff and new staff asking***
 - What specific incidents make you want to leave this organization or job?
 - What is the best part of your job? What makes you want to stay at this organization or in this job?
 - What could your employer do to make your job better?
 - What was the hardest part of starting this job? Give specific examples.
 - What would you tell a friend who was applying for your job?
- ***Use the results of the survey to review and revise the job descriptions for direct support professionals.***
- ***Identify the information to include in the RJP***
 - Basic information about the job (e.g., hours and scheduling, pay, paid leave time policies, job prerequisites such as a driver's license or a negative criminal background check).
 - A description of typical job duties such as cooking, shopping, assisting with personal care, helping people develop and maintain friendships, helping people manage their own behavior, and keeping records of activities and progress toward personal goals.
 - General information about the interests and needs of the people supported.
 - A description of the organization's mission and vision.
 - Basic expectations about work behavior (e.g., the importance on showing up and being on time for every shift, expectations about respectful interactions)
 - Testimonies from current employees about why they love their jobs.
 - Testimonies from current employees about the hard parts of their jobs.
- ***Developing a strategy to present the information to new recruits***
 - *Consider photo scrapbooks, meals at the sites, and interviews with current employees as possible strategies*
- ***Implement the strategy***
 - *Implement the intervention with 10 new hires in each of the three sites*
- ***Measure the results, evaluate success and modify based on feedback***
 - *Assess the extent to which pilot study participants had their expectations met (30 days after hire)*
 - *Follow the new hires for one year. Calculate the percent who stayed 3 months, 6 months, 1 year*
 - *Ask pilot study participants what they liked/didn't like about the RJP, and what we should add or remove.*
 - *Revise the intervention*
- ***Develop a training session for supervisors who did not initially participate to describe RJP's and how they worked in the pilot homes.***
- ***Implement the intervention organization wide***

7. What are the costs associated with this intervention?

- ***Time for planning group meetings***
- ***Time for each person to complete surveys***
- ***Time to analyze and revise job descriptions, time to analyze surveys and develop a list of content for the photo scrapbooks***

- *Paper and printing for surveys and reports*
 - *Purchase of scrapbook supplies (albums, special pens and paper), and photos (film, developing)*
 - *Time to create and update the scrapbooks*
8. What are the main barriers to using this intervention? Consider the board, administration, staff, consumers, parents/family members, and other stakeholders.
- *Investment of time by all stakeholders can be stressful because people are already overwhelmed*
 - *Getting buy-in to actually use the scrapbooks during hiring could be difficult*
 - *People who are unfamiliar with RJPs may not understand how they might be helpful.*
 - *Some may be concerned about confidentiality issues for the people whose photos would be included*
 - *Getting staff to participate in the surveys and discussions could be difficult*
9. Identify the arguments you will use to support using this intervention. How will you enlist the support of various stakeholders?
- *Research findings from the chapter on Realistic Job Previews suggest that RJPs work and are especially effective when turnover rates are particularly high.*
 - *Sharing our agencies baseline data will help demonstrate that we have a problem and that it is substantial.*
 - *Provide training for supervisors about why and how to use the RJP will be an important part of the implementation process*
 - *Involving individuals with disabilities and their family members (including getting consent to have them included in the scrapbook) is a critical part of the project. We will explain that we think we can improve the quality of services we offer by reducing turnover. We will also explain that showing a picture is better than having a person start, learn all the intimate details of my life and quit within a week.*
 - *We will encourage staff to participate by having the surveys completed at a staff meeting where great snacks are available.*
 - *We will increase buy in by inviting all staff at the site to share their ideas about what pictures should be included in the scrapbook and by recruiting a champion at the site who is creative and likes to do crafts such as scrapbooking.*
 - *Funds for the project will come from running one less ad in the major newspaper per month for two months and redirecting those funds into this effort.*
10. What are the next steps? What are your timelines?
- *Month 1 – recruit planning committee members, train members about RJPs, develop surveys to collect needed information*
 - *Month 2 – Collect survey information from staff*
 - *Month 3 – analyze survey data, review and revise job descriptions as needed, plan how information about the project will be shared with all stakeholders, get consent and buy in from individuals and their families*
 - *Month 4-6 train pilot sites on RJPS, create RJP scrapbooks in each pilot study sites, test them with new hires to make sure they do what they are supposed to do*

- *Months 7-12 use RJPs in pilot sites, maintain data about whether each applicant received an RJP, the % of applicants who were offered a position accepted, and tenure of new hires. Invite other sites who express interest to begin developing RJPs*
- *Month 13 evaluate how the RJPs are working, make any needed changes, share process and outcomes with other sites in the organization to build excitement about full scale implementation*
- *Months 14-24 Implement RJPs organization wide, train supervisors on how to develop and use RJPs effectively, continue to collect and analyze evaluation data.*

11. How will you assess whether the intervention worked?

- *Project goal 1: Reduce the percent of new hires who have unmet expectations about the job from 55% to 20% within 6 months of implementation by presenting an RJP before making a job offer.*
- *Project goal 2: Reduce the percent of new hires who quit within the first 6 months from 60% to 40% by the end of the first year of implementing RJPs.*
- *We will assess the extent to which we meet the project goals to decide whether the RJP intervention worked.*

This example will be published in:

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