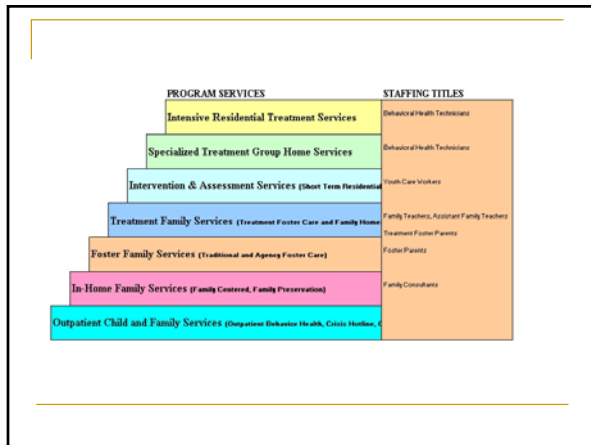


Recruitment and Retention of Direct Youth Care Staff

- Linda Kinney, Corporate HR Employment Manager
- Barb Vollmer, Strategic Plan Implementation Manager



Organizational Problem

- High Turnover and Understaffed in Direct Care Positions
 - Affect upon Youth
 - Safety
 - Treatment
 - Contractual
 - Meeting Ratios
 - Affecting Number of Youth Served



Strategy

- Develop Task Force
 - Who:
 - Youth Care Staff (Sites and Home Campus)
 - Human Resources Staff (Sites and Corporate)
 - Management Staff (Sites and Corporate)
 - Analyze problem
 - Recommendations to Senior Management



Data Analysis

- Turnover
 - When Leaving
- Length of Stay
 - Direct Supervisor
- Exit Surveys
 - On-line Nobscot Program
 - Compiles and Compares



Data Analysis

- Interviewed Staff
 - Current
 - Supervisor categorized
 - Exited
- Analyzed Family Teaching Couple Trends
 - Length of time married
 - Hired in state currently working
 - Age
 - Education



Data Analysis

- Literature
- National Data Base
 - Electronic Youth Info
 - Behavioral index Score
 - Youth Admission and Departure Role
 - Youth Presenting Problems



Three Focus Areas

- Recruitment
- Hiring
- Retention



RECRUITMENT



Recruitment

- External Advertisement
 - Internet vs Print
 - GBT Website
- Internal "Advertisement"
 - Recruitment Incentive
 - Employee Benefit Statement
 - Articles in "Home Town" Papers



Job Advertisements Internet Vs Print

Problem

- Cost (sample)
 - Internet \$91.43
 - Print \$1080.00
- Exposure (sample)
 - Internet 30 days
 - Print 1 day

Result

- \$\$\$\$\$
- Fewer Applicants



Job Advertisements Internet Vs Print



Solution

- Advertise via Internet
 - GBT Website @http://www.girlsandboystown.org
 - CareerBuilder.com
 - HouseParent.com
 - Metrojobs.com
 - Idealist.com
 - Monster.com

Challenges

- Everybody Applies
 - Quantity vs Quality
 - Tracking
- Convincing Hiring Manager

External Advertisement GBT Website

Problem

- Had not been a priority
 - Difficult to navigate
 - Not relevant information
 - Not up-to-date
- Need resources
- Need expertise

Result

- Not viewed and not explored
 - Internally
 - Externally

External Advertisement GBT Website

Solution

- Redesign and restructure
 - Appeal
 - Organization
 - Information
 - Up-to-date
 - Changed periodically

Challenges

- Keeping up-to-date
- Relevance
- Resources
- Track viewing



**Father Boes' First Visit to Ireland Honors
Father Flanagan's Commitment to World's
Children**

Celebrations Commemorate 90th Anniversary

Internal Advertisement Recruitment Incentive

Problem

- Incentive for Family Teacher and Assistant Family Teacher only
- Staff not aware of incentive

Result

- Employees wanting the incentive steer applicant to FTC and AFT
- Employees not referring


Internal Advertisement Recruitment Incentive

Solution

- Expand Recruitment Incentive to include
 - Youth Care Worker
 - Child Care Specialist
- Good outcomes from employee referrals

Challenge

- Continuous awareness
- Make process user friendly for employee and applicant



POLICY/PROCEDURE
FFBH Policy #3650
Human Resources Subject: *Recruitment Incentive*
Effective Date: January 17, 2007

PURPOSE
 To assist in the referral and hiring of qualified Family Teachers, Assistant Family Teachers, Youth Care Workers, and Child Care Specialists.

POLICY
 A monetary incentive will be paid to FFBH employees, retirees, Village of Boys Town employees, and current volunteers in accordance with the Incentive Payment Schedule. A maximum monetary incentive of up to \$1,000.00 will be paid for Family Teaching Couples, \$500.00 for Assistant Family Teachers and \$200.00 for full-time Youth Care Workers, and Child Care Specialists.


Internal Advertisement Employee Benefit Statement

Problem	Result
<ul style="list-style-type: none"> ■ Employees not understanding and appreciating benefits <ul style="list-style-type: none"> □ Losing internal advertisement 	<ul style="list-style-type: none"> ■ Great benefits go unnoticed

Internal Advertisement Employee Benefit Statement

Solution	Challenges
<ul style="list-style-type: none"> ■ Annual Employee Benefit Statement <ul style="list-style-type: none"> □ On employee personal web page □ Sent to employees home 	<ul style="list-style-type: none"> ■ Resources ■ Continued awareness

Prepared Especially For
Bugs Bunny
 Benefit Information as of 12/15/2006



Benefit Description	Bugs Bunny Annual Cost	GBT Annual Cost
Basic Group Term Life/AD&D	\$.00	\$200.09
Medical Ins-Pre-Tax UHC FT Family	2,496.00	12,369.96
Dental Ins-Pre-Tax UHC FT Family	348.00	889.56
Employee Assistance Program	.00	14.03
Retirement Plan-401K	4,032.33	4,023.33
Holiday (Hours Taken = 84)	.00	2,076.85
Sick Leave (Hours Taken = 73.5)	.00	2,393.49
Personal Paid Leave (Hours Taken = 21)	.00	756.04
Salary Continuation	.00	.00
Vacation (Hours Taken = 156)	.00	5,124.43
Social Security	4,884.67	4,884.34
Total Actual Contributions	\$11,760.67	\$32,741.21

Girls and Boys Town pays \$32,705 for your benefits, 48.7% of your gross annual income of \$67,206.

Articles in "Home Town" Papers

Problem	Result
<ul style="list-style-type: none"> ■ Used for Home Campus, not at Sites <ul style="list-style-type: none"> □ Connection with employees from smaller towns □ Recognition 	<ul style="list-style-type: none"> ■ Lost opportunity

Internal Advertisement Articles in "Home Town" Papers

Solution	Challenges
<ul style="list-style-type: none"> ■ Utilize "Home Town" articles across the organization ■ Expand to all Direct Care positions ■ Articles placed on GBT intranet and internet ■ Use at Career Fairs ■ Sent to prospective applicants 	<ul style="list-style-type: none"> ■ Keeping the system going ■ Resources ■ Getting "Home Towns" to place article

HIRING



Hiring

Employment Application Process

Interview Tools and Practices

Employment Application Process

Problem

- ❑ Resumes without applications
- ❑ Manual data entry
- ❑ Communication systems don't connect
 - Hiring supervisors and recruiters

Result

- ❑ \$\$\$\$
- ❑ Time
- ❑ Losing potentially good applicants
- ❑ Reputation

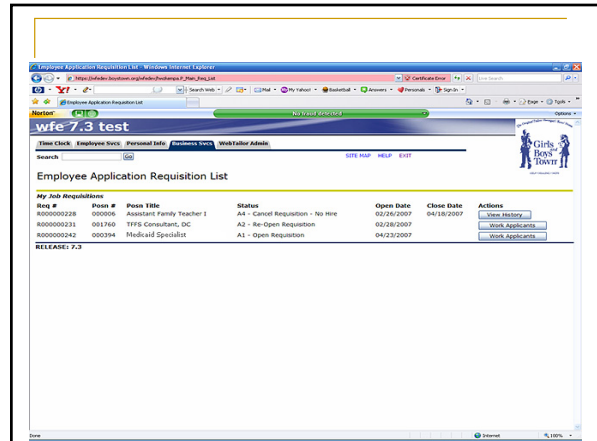
Employment Application Process

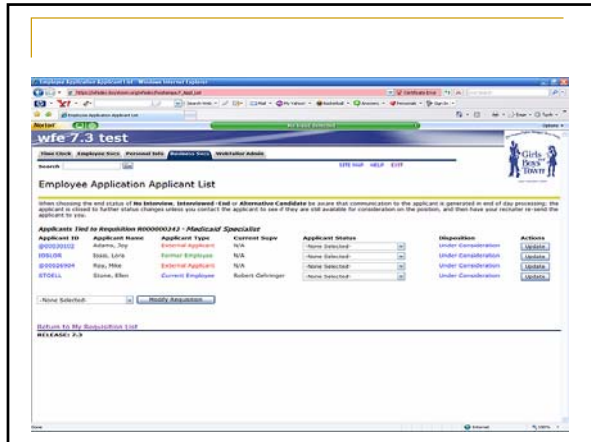
Solutions

- Electronic Employment Application
- Selection Research Instrument (SRI©)

Application Process Electronic Employment Application

- Developed program internally
- Merged databases
- Electronic screening for basic requirements
- Ticklers (former employees, nepotism, disciplinary action)
- Recruiter/hiring supervisor dashboards
 - ❑ Actions triggered through dashboard
 - ❑ Automatic communication





Employment Application Process Electronic Employment Application

Challenges

- All applications must be electronic
 - Lack of computer access or skill
 - Takes time to complete
- Training, training, training
- Dashboard has to stay current

Employment Application Process Selection Research Instrument (SRI©)

- Gallup Organization Screening Tool
 - Direct care positions
- Analysis of Skill, Knowledge, Talent variables
 - Interviews, discussions, pilot
- Applicant completes tool online
- Assigns a score to the applicant
 - Not intended to stand alone

Employment Application Process Electronic Application and SRI©

Challenge

- Monitor applicant pools
 - Increase or decrease in applicant numbers?
 - Recruiters having more time?
 - Fewer unqualified applicants getting through the screening?
 - Are applicants with higher SRI© scores resulting in better employees?

Interview Tools and Practices

Problem

- No standardized interview tools
- No standardized interview practices

Results

- Hiring the wrong person
- High turnover
- Unintentional errors during interview or hiring
 - Law or regulation violations

Interview Tools and Practices

Solution

- Identified key skills and qualities for direct-care staff
 - Interview Review Sheet
 - Interview tools for direct-care positions
- Interview Protocols
- Interviewer Training
 - Competency based training
 - Site Certification element

Interview Tools and Practices

Challenges

- Timely training of new managers
 - Distance
 - Turnover of hiring supervisors



RETENTION

Retention

Scheduling of Direct Care Staff

Development of Management Staff

- Improved Consultation Workshop
- Administrative Training Program
- GBT University
- Enhanced Educational Assistance Program

Scheduling of Direct Care Staff

Problem

- Inconsistent scheduling practices
- Lack of communication of organizational values related to scheduling

Result

- Turnover affects the care of our youth
- Not understanding the values affects attitude and mission.

Scheduling of Direct Care Staff

Solution

- Purchase scheduling software program
 - Scheduler training
- Establish Best Practice for scheduling
 - Scheduling principles
 - Rationales for managers
 - Balancing needs of employee with that of GBT
 - Sensitivity to staff availability/needs
 - Support use of vacation benefit
 - Minimizing schedule changes
 - Family Teacher down-time
- Redesign Support Couple process

Development of Management Staff

Problem

- Lack of skill in key management areas
- Consultation workshop addresses basic management issues

Result

- Increased turnover due to poor management
- Lack of effective staff development
- Less effective treatment planning for youth

Development of Management Staff

Solution

- Improved Consultation Workshop
 - Week-long on Home Campus
 - All direct care supervisors
- Sophisticated treatment planning
- Advanced couple/staff development strategies
- Motivating staff
- Conflict resolution
- Advanced consumerism strategies
- Staff management and support strategies

Development of Management Staff

Solution

- Administrative Training Program
 - Future leader investment
 - Formal 9-month training program
 - Based on the Home Campus
 - Intensive education and experience in program areas
 - Mentoring by successful managers
 - Experience in support areas
 - Training, Evaluation, Audit, HR, Finance

Development of Management Staff

Solution

- GBT University
 - On-line Website
 - Staff Training modules
 - Advanced and Specialized Training modules
 - Link to Managers Resource Manual
 - Pod casts
 - Links to required interactive training
 - Other educational/informational material

Development of Staff

Solution

- Educational Assistance Program
 - Tuition Reimbursement
 - Bachelor's Degree Program
 - 18 month program
 - Articulated classes
 - Local availability
 - Master's Degree Program
 - National availability
 - On-line and interactive classes
 - Discounted tuition
 - Scholarships

Conclusion: Tools in Place

- Enhanced GBT External Website
- GBT University
- Administrative Trainee Program
- Updated Consultation Workshop
- Employee Benefit Statement
- Recruitment Incentive
- Effective Advertisement
- Consistent Interview Tools
- Interview Training
- Electronic Employment Application & SRI

Conclusion: Key Considerations

- Organizational Culture
 - Collaboration essential
 - Knowing and supporting our staff
- Communication Systems
 - Intranet
 - Internet
- Staff Development Systems
 - Training Systems
 - Educational Opportunities
 - Formal education, AT program
 - Career mobility



Questions

