

Chat with an Expert Tip Sheet

Topic: Human Resources

Informed by Chat with an Expert Consultation Calls in August and September 2020: These calls presented an opportunity for providers to have a 1 on 1 discussion regarding their questions and concerns around personnel management, workforce retention and development. Topics may include recruiting and hiring practices, diversity in the workplace, compensation and benefits, and performance appraisal.

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Audience: Providers serving individuals under 21 including those who are designated to provide or plan to provide Children and Family Treatment and Support Service (CFTSS) or children's Home and Community Based Services (HCBS).

Tips and Takeaways:

- Recruitment Strategies (including hiring for diversity)
 - Consider employee referral program (cost effective idea: \$50 referral for employee when the referred hire completes 1 year of service and performance is in good standing).
 - Also request referrals from trusted former employees.
 - Outreach to local chambers of commerce, department of labor offices, city/county government (workforce development offices), and local colleges to support recruitment events and promote openings and job opportunities.
 - Build future employees.
 - Set up unpaid internship programs where students can shadow employees to learn more about the career.
 - Design paid internships or temporary positions where students can learn the craft and contribute to the organization's mission even if not yet fully qualified.
 - Reach out to professional societies and interest groups of which potential candidates are members.
 - When appropriate, consider outreach to non-traditional candidates (customer service, hospitality, school paraprofessionals, etc.) to begin a new career in direct support.
 - Make a concerted effort in hiring people who have life experience (family, friend who are recipients of services).
 - Diversity recruitment initiatives could include recruiting for diverse demographics (race, ethnicity, age, gender, different abilities, etc.).
 - Conduct analysis of what is missing from the team in terms of diversity of perspective, skill, temperament/energy, experience, lived experience, etc. and fill your team to ensure that there is a full complement of diversity.
- Training
 - Ensure new hires and existing staff are well trained around new or developing services (at your agency) like CFTSS.
 - Onboard with comprehensive training in regulation requirements; people-centered service and care; policy, procedures, and protocols.
 - Supervisors must support employees, provide trainings and give suggestions to work towards continuous quality improvement and employee growth.

Tips and Takeaways Continued:

- Dealing with Turnover
 - Turnover is inevitable, plan for it!
 - Have clear procedures in place for transitioning caseloads, recruiting, etc.
 - If you are experiencing fast rates of turnover, remain diligent and active in recruiting even after a position is filled.
 - If you are experiencing turnover in part time positions, consider if some of them can be transitioned to full time as your agency gets more experienced providing a particular service and sees an increase in referrals.
 - Ensure people know what to expect when they are hired or allocated to a certain service.
 - Support your providers when they are working in the community.
 - Reframe and use high turnover as a selling point: For example, “People new to the profession get great work experience, enabling them to expand their careers in new directions.”

Additional Resources for More Information:

- MCTAC Compiled Children’s System Transformation Resources:
<https://ctacny.org/childrensystemtransformation>
- [Society of Human Resources Management](#) – some standard templates and tools available without needing a membership
- [New York State Employment Laws](#) – clarification on NYS labor regulations and requirements
- [Employee Engagement Webinar](#)
- [Using Human Resources Strategically Webinar](#)
- [Managing Performance Webinar](#)
- [Sample Performance Assessment](#)
- [Building a Resilient Workforce Webinar](#)
- [Dreading those Difficult Conversations Webinar](#)
- [Supervisors Role Creating a High Performing Team Webinar](#)
- [Supervisors Role in Supporting Professional Development Webinar](#)
- [Providing Remote Supportive Supervision Webinar](#)
- [PDA: Best Practices Human Resources Webinar](#)
- [Key Performance Indicator](#)