



Find Them, Get Them, Keep Them: Getting Staff Hired and Getting Them to Stay

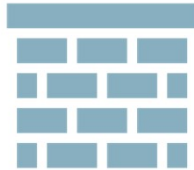
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Barriers Experienced

- Not getting quality applicants
- Great amount of time between applying, interviewing, and hiring
- Manager’s tunnel vision
- High turnover



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Recruiting and Hiring Challenges

820

Open Positions September 2022










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Find Them
Recruiting



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Let's change lives. Together.
Now Hiring Full & Part-Time Positions
www.mhmrjobs.com

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Powering College Graduates to **EMPOWER** Others

We are Hiring For:
Case Managers •
Crisis Interventionists •
Family Interventionists •
Substance Use Counselors •
Registered Nurses •
Service Coordinators •
Full & part-time positions are available!

Let's change lives. Together.

Visit www.MHMRjobs.com to learn more and apply!










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Get Them

Hiring



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On-Site Job Fairs

- Receive a list of all job openings
- Same day job offers
- Applicants get an overview of compensation, benefits, and perks
- Short presentation for programs that are currently hiring
- Same day interviews
- Job offers and start dates are given to each qualified new hire before leaving



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On-Site Agenda

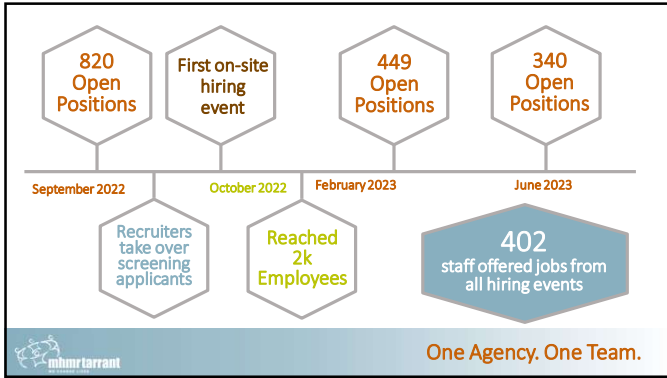
9:00 a.m. – Introductions
 9:05 a.m. – MHMR Benefits
 9:15 – 10:15 a.m. – Program Highlights

- Adult Behavioral Health
- Substance Use Disorder Services
- Forensic Services
- Disability Services
- Crisis Services

10:15 a.m. – Job Selections
 10:30 a.m. – 4 p.m. – Interviews




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Interviewer: So tell me about yourself
Me: I'd rather not I kinda need this job

Don't fall into the "desperation" trap

"Applies for a job"

Job: why do you want to work with us?

Me: I need the money and you need staff. What's the problem?

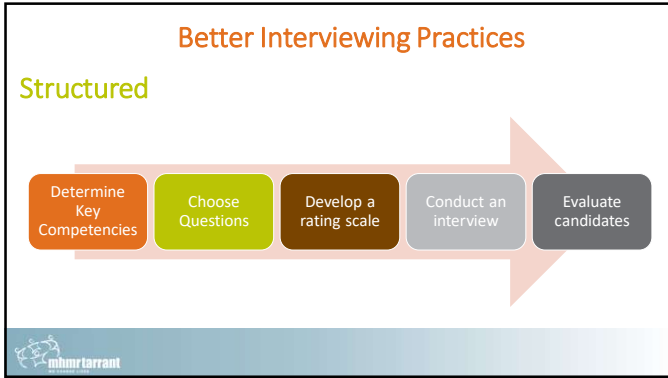
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Better Interviewing Practices

Type:	Behavioral:	Situational:
Oriented at:	Past Behavior	Future Behavior
Behavior:	Experiential	Hypothetical
Example:	"Tell me about a time..."	"What would you do in XY situation?"

Behavioral vs. Situational

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5 Star Qualities:

1. Positive Attitudes
2. Person Centered
3. Team Player
4. Compassionate
5. Adaptable

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Tell me about a time you were given an assignment you were certain was not going to succeed.

Describe a situation where you had to adjust to a change over which you had no control.

Could you tell me about a time at work you had to do something that was not your job to do?


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The Cost of a "bad" Hire: \$


Average cost of a bad hire	30% of that hire's annual salary i.e., \$50k salary will cost \$15k
Average cost to hire an employee	\$4,425
Average time it takes to break even on new hires	6 months



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The Cost of a "bad" Hire (Non-monetary) 

Reduction in team morale	Reduction in the quality of care provided to patients
Increase in stress	Damaged trust in management
Difficulty attracting new talent	Increase in absenteeism



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A Connection to the Values




Our mission statement is **We Change Lives. We CARE.**

- We Connect People in Our Community
- We Provide Access to Services
- We Link People to Resources
- We Empower People

Our values are based on the following beliefs:

- Respect for people who are active in planning their services
- Recovery as a life-long process of better health
- Success as positive outcomes for each person
- Participation of people and their families in the process
- Inclusion in the community through services that promote growth and independence
- Safe, ethical, and cost-effective services
- Best practices in current research in medical, psychosocial and organizational fields
- Collaboration with other organizations for better services



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Realistic Job Preview

- What is it like to really work here?
- The good, the bad, the ugly....

The Attraction-Selection-Attrition (ASA) Framework



Schneider, B. (1987). *Personnel Psychology*, 40(3), 437-453.



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Keep Them

Retention



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Benefits:


- Longevity Payments
- Shift differentials for 24-hour programs
- Benefits for regular part-time employees
- 8% match for retirement plan
- Free TalkSpace
- Care.com premium membership
- Insurance premium "holidays"
- Diversity Day Holiday
- We Care Day



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Top retention factors unrelated to pay:

- Overall job satisfaction
- Organizational commitment
- Work environment
- Level of stress
- Workgroup cohesion



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Communication

Supervisor News You Can Use · **Daily UConnect**
News of My Health My Resources of Tarrant County

Leadership Teams **Treatment Teams**


“Help Chats” **Office Hours**



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Effective Communication

- Open and Honest
- Approachable
- Communicate Clearly
- Identify expectations clearly
- Encourage Feedback
- Provide Updates
- Choose the right method
- Meet regularly
- Understand your staff
- Meet individually
- Listen
- Be responsive



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Connection

Opportunities to live out our agency mission

Staff Development Mentors

Specialized Onboarding

Documentation Assistance

Academic Intern Program

Clinical Intern Program



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Invest in your managers....

50%

of Americans have left a job to "get away from their manager"



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Recognition and Appreciation



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Recognition and Appreciation

Employees stay when they are:

-  Paid adequately
-  Mentored
-  Challenged
-  Given opportunities for growth
-  Involved
-  Appreciated
-  Trusted
-  Empowered
-  Valued



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Recognition and Appreciation

Appreciation Days

Team Building Activities

"You Make a Difference" Award


Employee Kudos

Swag


Longevity Recognition




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What our staff have to say...



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2023 Employee Engagement Survey Overview

- 45% Response rate
 - 45% had 2 years tenure or less
 - 21% were on the job less than 1 year

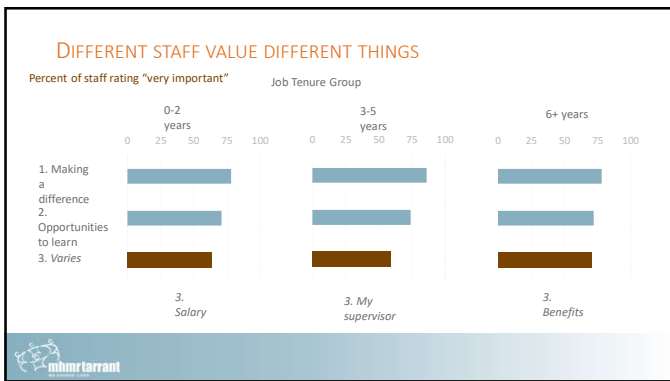
88% feel connected to MHMR's mission.
 70% have strong trust in their coworkers.
 70% would recommend MHMR to a friend looking for work.



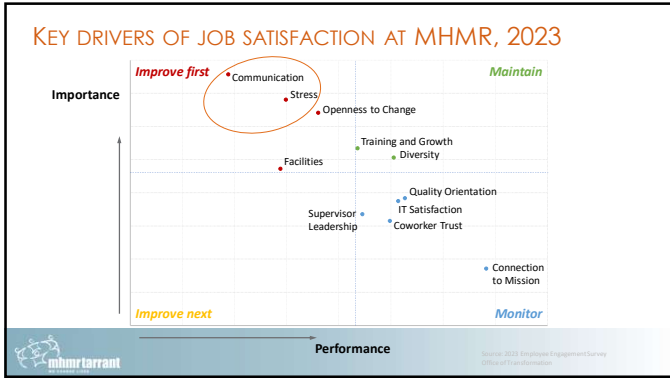
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Communication themes

- Disconnect between upper management and front-line staff.
- Disconnect between and within departments.
- Communication regarding pay raises caused confusion.

Stress themes

- Staff do not feel supported by leadership.
- Perceived agency emphasis on service quantity instead of quality.
- Desire for recognition and appreciation.
- Turnover and understaffing.

Openness to change themes

- Staff see low openness to employee-driven change.
- Competing or disorganized changes.

MHMR Tarrant logo at the bottom.


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Parting Thoughts

MHMR Tarrant logo at the bottom.

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Work-Life Balance



Higher job satisfaction


Increased motivation → More productive

Less likely to develop illness and stress related conditions



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Creating a Work Life Balance Culture




Look for opportunities for flexible work options

Set boundaries for the workplace and time

Find strategies that increase efficiency and productivity

Make personal health a priority



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Collaboration is Key!




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Help staff feel connected to the mission of the agency.

Help live out values in staff's daily lives.





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I decided to see every problem as the opportunity to find a solution.

Walt Disney



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Questions?



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