

What Keeps Us Up at Night?

Jewish Child and Family
Services
Chicago, IL

Recruitment and
Retention of Qualified
and Engaged Staff

Why are you joining us today?

Three Possibilities:

- You feel sorry for us and want to help...
- You want to be reminded of how good you have it back home...
- You face the same challenges that we do!

Whatever your motive - Welcome!

THINKING EXERCISE

We need your help!



What This Is...

- An opportunity to focus many minds on a (and in this case, our) single challenge
- A method for thinking through this challenge from many viewpoints

What Does JCFS Chicago Look Like?

- 30+ programs - 5 service areas
- Counseling and Consultation
- Special Education
- Disabilities (primarily I/DD)
- Career and Employment
- Child Welfare/Foster Care
- Jewish Community Services

What Does JCFS Chicago Look Like?

- \$38M Operating Budget
 - 67% salaries and benefits
 - Occupancy costs 10%
- 410+- FTEs
- Collective bargaining agreement in tandem with three other orgs.

What Does JCFS Chicago Look Like?

- 300+ volunteers
- Serves Chicago and N/NW Suburbs
- Seven service locations + multiple remote sites (synagogues, camps)
- Benefits, IT, Facilities, Asset Investment purchased through JF
- HRIS shared system with 3 other organizations

R/R of staff challenged by:

- Depressed nonprofit salaries
- Expensive family health coverage
- Competition for qualified staff in low unemployment environment
- Decreasing/stagnant governmental funding - Illinois broad fiscal crisis
- Compliance burdens (read: Medicaid)

Staffing Challenge Areas

- Special Ed. teachers
- Direct Support Professionals
- Occupational Therapists
- Speech Therapists
- Case Managers
- Employment Specialists

What is the reality? Attracting Talent

- Strong reputation in the community
- Continued ability to draw talent in select areas
- Unemployment rate 4.1%
- Increasing competition from both for-profit and non-profit sectors
- Regional/National shortages in key jobs

What is the reality? Retaining Talent

- Employee engagement high per surveys
- 25% annual Agency turnover rate
- Limited professional growth/advancement opportunities
- Difficult to identify & reward high performing/high potential staff
- Lack of formal succession plan

What have we tried? Recruiting Talent

- Hiring full-time recruiter
- Expanding "pipelines"
- Reconsidering job design to respond to market
- Evaluating traditional staffing model of hiring inexperienced staff at lower \$ with intensive supervision

What have we tried? Retaining Talent

- Implementing new staff performance model - More frequent, less formal, stronger focus on career development
- Building/improving career ladders
- Attacking organizational stressors that impact morale/performance (ex: tech.)
- More inclusive leadership model
- Enhanced staff appreciation efforts

What's the ideal? Recruitment

- Considered go-to place to work for job seekers
- Viewed as Gold standard for training and program expertise
- Strong "grow your own" program to minimize workforce shifts
- Comp. package competitive in market

What's the ideal? Retention

- Clear succession plan at all levels
- Well-defined options and opportunities for growth within Agency
- Retention and engagement rates above regional and national standards
- Predictable turnover managed proactively

What's the most troublesome aspect?

- Potential long-term impact on our ability to meet community needs with high-quality and comprehensive services