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Employee Retention Rate

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Employee Retention Rate

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May 31, 2021

Acknowledgement

For my Master's in Public Administration Final Capstone Project, I have worked with the non-profit organization National Family Institute (NFI). NFI is an intensive residential treatment program (IRTP) providing trauma informed care to adolescents.

The stakeholders impacted by this project include NFI's corporate office, the Director of Intensive Residential Services, the human resources department, and joint commission.

I would like to give a special thanks to my faculty advisor Mary Piecewicz as well as my supervisor at NFI, Michelle Mead.

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Executive Summary

This paper addresses the following problem regarding low employee retention rates in non-profit mental health organizations, specifically at NFI. The problem at hand is that majority of staff at NFI have an average length of stay of one year or less. The purpose of this paper is to address the current problem and hypothesize factors that could impact the low retention rates. Additionally, the purpose of the paper is to brainstorm potential solutions regarding the low retention rates and suggestions of how to implement the solutions. The documents contained in this paper include data analysis of employee average length of stay, the number of restraints that occurred between the years of 2014-2021, and the results of NFI's staff satisfaction surveys.

The problem of low staff retention must be addressed as it can lead to a spiral where increased low retention leads to further low staffing. This is due to the pressure and stress that is placed on staff having to work in an environment that is already short-staffed. One solution to this issue is to ensure employees receive weekly supervision to improve communication and provide a space for staff to receive positive feedback. Another solution is making sure direct care staff attend interface each day as that will improve consistency. The last solution is to have a monthly newsletter sent out to all staff with important decisions to be made and a place where staff can give their opinion in order to help them feel more involved in important situations. By implementing these solutions, we will hopefully be able to increase employee retention rates and reach the ultimate goal of having reliable staffing.

By following the suggested recommendations within the timeline outlined in the results section, NFI will be taking the correct steps to help increase employee retention rate and overall satisfaction in the workplace.

Introduction

NFI is a non-profit organization providing support and care for those with various mental health challenges. I work specifically at NFI Evolutions, which is the focus of this project. NFI Evolutions is a two-floor program located in the Worcester Recovery Center Hospital. We provide adolescents with trauma-informed care and provide support and treatment for suicidal ideation and self-harm. While the program functions as a residential community-based program, we are a locked-in facility located inside a hospital. The program functions as community-based because a goal of ours is to work towards the point where the clients can get out into the community. Pre-COVID the clients were able to go to the movies and other fun events if they had been safe the previous week.

I have worked at NFI for 8 months and throughout my time I have noticed our limited staffing. The problem at NFI that I am tackling for this capstone project is the low employee retention rate. We were incredibly understaffed and could not keep those numbers up. This had been a pattern in previous years as well. This project is analyzing employee retention rates at NFI as well as in other mental health organizations across the United States. This project hopes to achieve a solid analysis of retention rates across non-profit mental health organizations further showing the problem that the retention rates are too low. The project will also include a list of ideas and potential solutions to help increase employee stay. The goal of this project is to provide evidence of NFI Evolutions' low employee retention rates as well as to hypothesize a cause. Additionally, the goal is to provide potential solutions to increase these rates amongst its employees. The purpose of this project is to analyze employee retention rates and interpret potential factors that may be influencing the negative retention rate at NFI. The scope of the project is to present an analysis of employee retention rates amongst staff at NFI.

Trends in the Industry

The low employee retention rates in the mental health industry, more specifically non-profit organizations, do not just impact the employees themselves, but also members of society. If we have a decrease in mental health workers, then there are fewer providers available for the general population. In appendix X, Nellie Galindo, a social worker, (2020) shares that there will be a plethora of shortages within the industry by 2025. One question that is important to ask is, is it the number of health care workers decreasing that is causing this shortage, or rather is the number of individuals who need services increasing? Galindo attributes the decrease in mental health care workers to the fact that “behavioral health professionals are aging out of the profession faster than they can be replaced, leading to a retirement drain on the industry” (Galindo, 2020).

AXA Insurance (2019) wrote an article discussing potential reasons for low retention rates. One reason, which is also mentioned throughout the paper, is the cycle relating to staff leaving and the impact it has on the rest of the staff (see Appendix XI). The paper mentions different reasons as to why the employee retention rate is low. Fitz-enz (1990) concluded that low retention rates are based on multiple components (Kossivi, Xu, and Kalgora (2016).

The literature mentions the importance of not just keeping employees rather “the retention of valued skills” (Lahkar Das & Baruah, 2013, pp. 8). This relates to a staff suggestion made in the employee satisfaction survey regarding keeping ‘qualified’ staff. Money is another factor at play for employee retention that was mentioned by Galindo (2020), Kossivi, Xu, and Kalgora (2016), and Lahkar Das and Baruah (2013). Appendix XII goes into more detail surrounding the connection between money and employee retention within the literature.

As mentioned in the literature, a yearly survey is not always the most accurate in providing detail on employee retention rates. This is important to acknowledge because while this paper did not utilize solely the yearly survey it was a resource used to analyze and hypothesize reasons for retention rates and therefore must be pointed out as a limitation. “Many managers and executives realize that an annual survey may not provide sufficient or timely intelligence about potential turnover. Critical events at workplaces can occur suddenly, such as departure of a beloved leader, termination of desired benefits, or massive layoffs of colleagues” (Lee, Hom, Eberly, & Li, 2018, pp. 90).

Killu (1994) and Krueger (2007) conclude that the reason for low retention rates specifically in a residential program is “low pay, demanding working conditions, lack of recognition in value of their work and lack of input in important decisions” (Ochoa, 2012, pp. 107). Ochoa’s article also points out this so-called circle of negative retention rates stating that “a steady decrease in staff can lead to inadequate care and more burnout of the staff that remains” (2012, pp. 107). Pazratz (2003) and Rose et al., (2010, pp. 107) state that “there needs to be an increase in job satisfaction and commitment, which in turn, will lead to a longer stay in the organization”.

Methods

For this project, I utilized NFI staff satisfaction surveys, staff retention and length of stay statistics, and an analysis of NFI Evolutions restraint data (see appendices I-IV). NFI conducts a yearly employee satisfaction survey in order to find out what is working in the company and what needs improvement. For the purpose of this project, I have analyzed the staff satisfaction surveys from 2019 and 2020. The survey gets sent out yearly to all staff via their employee email. The surveys are anonymous and optional to complete. The limitations surrounding this

survey were that the direct care staff don't always check their emails and may have missed this survey opportunity. If staff are working on the floor and check their email, they may be unable to respond to the survey at the moment and not willing to do so when they are home.

Administrators, however, have much more time to fill out the survey as they spend more time working at a desk with their email in front of them. If there are more administrative staff filling out the survey, then there is a much lower external validity as they have different experiences than the direct care staff.

In addition, I analyzed staff length of stay and created graphs for employee retention rates for the years 2014 through 2021 (see appendix V). I also analyzed the restraint data and graphed that for the years 2014-2021. The restraint data was used as a method in this project because it was hypothesized that the number of restraints would play a role in employee retention rate.

I don't think there are any ethical concerns regarding the way this research is being conducted, but there are ethical aspects that need to be taken into special consideration. This includes following HIPAA and patient confidentiality when it comes to researching, analyzing, reporting, and hypothesizing.

Data analysis: Possible hypotheses for lower employee retention rates at NFI Evolutions includes the circle of negative retention rates. What this means is that having constant new employees, as well as an understaffed community, puts more pressure and stress on the current staff on top of an already stressful position which could further lead to staff resigning. According to the 2020 NFI employee satisfaction survey, some areas in need of improvement included communication as well as "hiring and retaining qualified staff" (appendix I). The survey from 2019 also stated that there could be an improvement in communication and employee retention.

This shows that NFI as a whole did not improve enough upon communication or employee retention rates between the years of 2019 and 2020 which could be a contributing factor in negative retention rates.

Looking specifically at NFI Evolutions I and II there is not much of a consistent pattern among the data. A quarter of Evolutions I staff in 2020 ranked the program as a 5/10 while another quarter ranked the program 10/10 (see appendix V). It is also important to keep in mind that this is only 25% of the 25.5% of staff that took the survey. 30% of the 20% of Evolutions II staff who answered the survey, ranked the program a 4/10 in 2020. While that was the mode, the overall distribution was still skewed toward the right.

The staff retention data graph is skewed to the left for the years 2014-present further demonstrating that the majority of employees worked for one year or less (see appendix III & IV). This data provides us with an example of the circle of negative retention rates and quick turnover. The restraint data shown in Appendix V. displays an increase in restraints between 2014 to 2018 with restraints peaking in 2018 and decreasing significantly in 2019. There is an increase in restraints in 2020 and then decreases slightly in 2021. Based on this graph there may be a positive correlation between the number of restraints and low retention rates for the year 2018 as well as the years leading up.

Results

Based on the staff length of stay data presented in the appendices we can state that NFI Evolutions is suffering from a negative employee retention rate. To further back up that point, the employee satisfaction surveys for all of NFI for the years of 2019 and 2020 state that improvements could be made when it came to “hiring and retaining qualified staff”. We have found that communication, consistency, reliable staffing, receiving positive feedback, and

employee involvement in decisions are factors that employees wish the company could improve upon. There is a positive correlation between these factors and high employee retention rates.

Without solid communication, employees may feel not as prepared or feel as though they are not heard or cared about which in turn could lead to lower employee retention rates. Without consistency, employees may feel lost or overwhelmed which may contribute to lower retention. Not receiving positive feedback leads to employees second-guessing their abilities and working in a world of uncertainty. Hearing positive feedback allows for staff to feel better about themselves and the work environment as well as surround themselves with positivity thus improving retention rates. Not being able to partake in certain decisions for the company leads to staff feeling as though they have no control or voice in their work environment or that their ideas and opinions don't matter. Lastly, having unreliable staffing or constantly being short-staffed puts excess pressure on other staff which in turn leads to more low retention rates amongst employees.

Potential solutions to address the lack of communication would be to ensure that every staff member receives regular supervision. A potential goal would be that by the 2023 fiscal year, every NFI employee will be receiving weekly supervision. Consistency could be met through recurring supervision as well as through interface. Every floor staff member must attend interface to improve communication and provide an opportunity for staff to understand plans and obtain the same information about clients and scheduling which would further increase the consistency in the workplace. A goal for the program would be by the 2022 fiscal year staff will be attending interface each day 15 minutes before the start of their shift. Supervision would also provide a place for staff to receive positive praise for their performance. It would also be beneficial for employees and supervisors to provide staff with positive feedback throughout the

week to help boost morale and confidence. A potential solution for improving employee involvement in decision factors would be sending out a weekly newsletter on updates and ideas in the making with encouragement for staff to respond. A goal would be to implement the weekly newsletter by the end of the first month of the 2022 fiscal year. Ideally, through implementing each of these suggestions we would be providing a solution for the improvement of the issue surrounding reliable staffing.

It is also important to note that working at a place like NFI does not offer a lot of incentives. The pay is low, there is a high risk for injury, and the clients you work with do not demonstrate gratefulness all that often. While there are many reasons as to why we work here, it can be a difficult place to work due to low incentive. One suggestion would be to do an employee raffle every month or go back to doing an employee of the week. Additionally, having staff bonding events would also be motivational as the staff could form a stronger community.

Limitations:

One major limitation is surrounding data collection. The NFI Evolutions employee surveys in 2020 only had a 25.5% response rate for Evolutions I and a 22.2% response rate for Evolutions II (see appendices V & VI). For 2019 Evolutions II had a response rate of 55.5% and Evolutions I was at 28.2% (see appendices VI & VII). The response rate reflected a very small percentage of the employees with the exception of Evolutions II in 2019 which had just over half of the employees respond. This impacts the validity of the survey since such a small number of people responded. Additionally, the direct care staff have less access to their email during work hours than the administrative staff which may have led to an influx of administrative staff responses and fewer responses from individuals in other positions.

COVID-19 has had many effects on employee retention rates throughout this past year. This project primarily focused on a general analysis of retention rates from 2014-2021, but it is important to address environmental factors and other outside components that may impact the problem at hand. While there are similar patterns in employee retention throughout the years, as is displayed in the graphs beginning in appendix III, it is important to note that between 2020 and 2021 COVID-19 did play a role. During COVID, a lot of businesses shut down. Since NFI is an inpatient residential program, it did not shut down and it did not lay off any staff. That being said, staff may have chosen to leave the company due to health and safety concerns. A limitation is that we do not have specific information regarding why employees left, but due to the large effect the pandemic had it was an important factor to consider. For further research, it would be interesting to see if COVID negatively impacted employee retention at residential places due to fear or if it didn't play much of a role due to the organizations not closing or letting people go.

Summary Conclusion

The major issue that was discovered was the negative employee retention rate at NFI. We are constantly understaffed which puts pressure and stress on the current staff to do their job and other jobs. That excess work leads to the current staff having a negative relationship with the work environment. Another issue that was discovered was that staff complaints on the employee satisfaction surveys had not been met between the years 2019 and 2020. That shows that the company did not make progress or take adequate strides to improve upon its employees' original suggestions and concerns.

The main recommendations made are that all staff will receive weekly supervision, all floor staff will attend interface before their shift, supervisors and staff will more often provide employees with positive affirmations and positive feedback, and there will be a monthly

newsletter outlining potential decisions for the company with room for employees to respond with suggestions.

Reflection

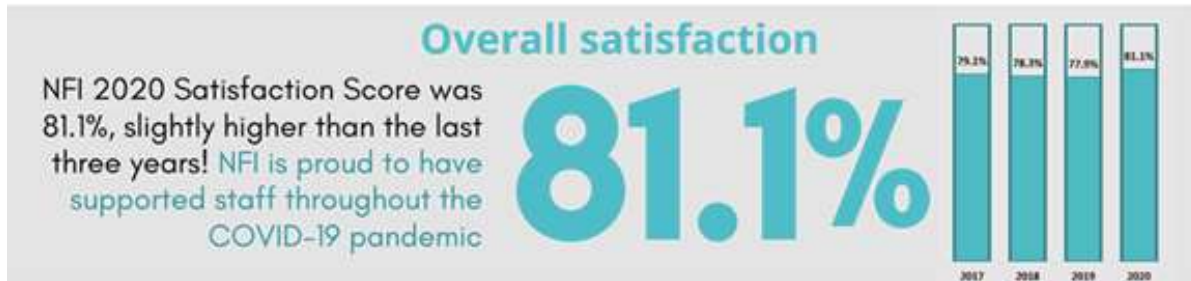
I always had my fair share of frustrations working in an understaffed already stressful environment. With my position, I did not receive much supervision and completed most of my tasks independently. My interactions with others administratively would generally depend on me reaching out for help or a new project. It wasn't until I started weekly supervision again that I felt heard within the company and started to find my place here. From that, I was able to learn about my professional development and growth and discovered that I need a supportive environment and check-ins in my workplace. With regards to the client (NFI) I learned that we were not as productive in implementing and improving employee suggestions in 2019, which was reflected by the employee satisfaction survey in 2020. Throughout my research on the issue of low employee retention rates amongst mental health organizations, I have become more aware of the difficulty and challenges within the field and more appreciative of myself and my colleagues' abilities to perform these tasks.

Appendix I



2020 Staff Satisfaction Summary

Annually, NFI Massachusetts assesses staff satisfaction. In October 2020, 255 staff responded to the satisfaction survey (55% of all staff employed at the time).



What do programs/departments do well?



Staff are most satisfied with:

1. I know what is expected of me at work.
2. I feel that I work in a safe environment
3. My co-workers are committed to doing quality work.

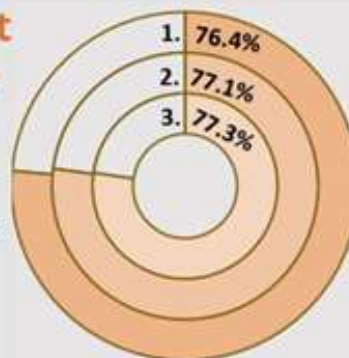
Staff reported that programs/departments:

- Provide **effective treatment and services**
- **Build effective relationships** with clients and families
- Are **dedicated to and prioritize** client needs
- Have **strong team culture**
- **Communicate and share feedback**

What program/department areas need improvement?

Staff requested that programs/departments improve:

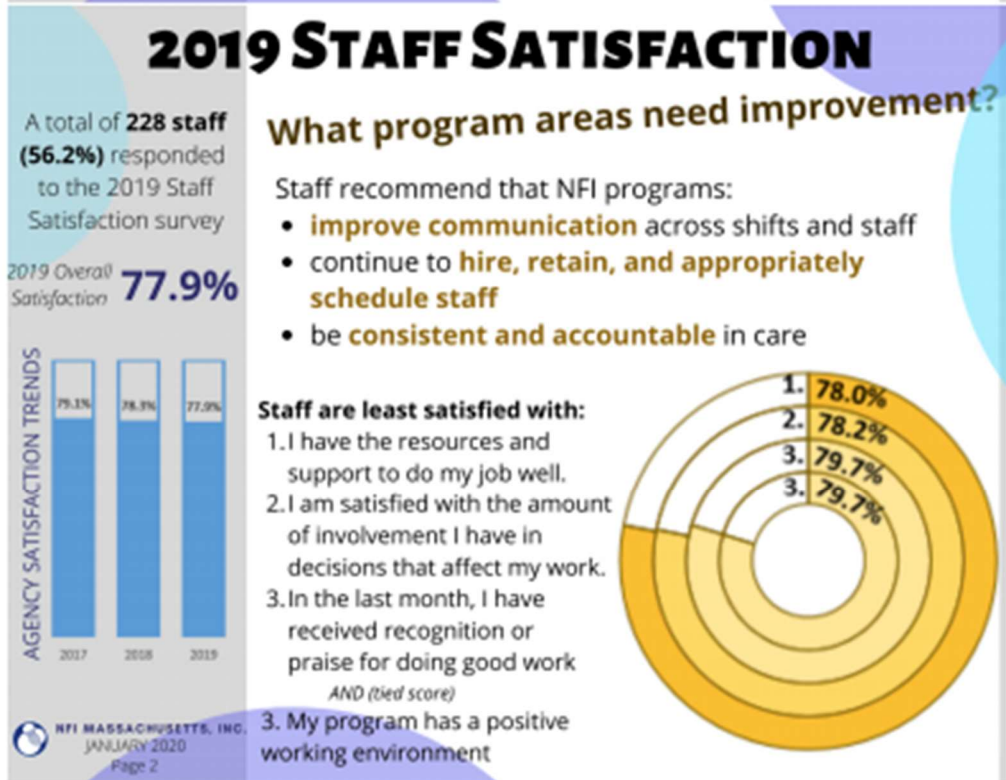
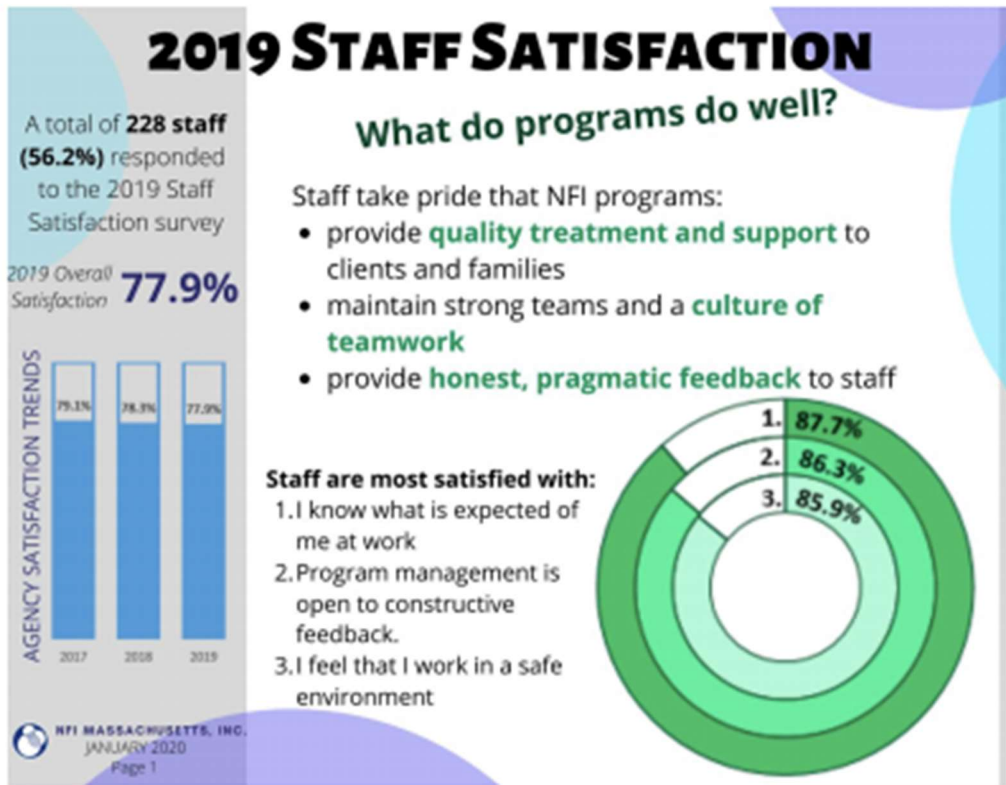
- **Communication**, especially between departments and between shifts
- **Realistic work expectations and consistency**
- **Hiring and retaining** qualified staff



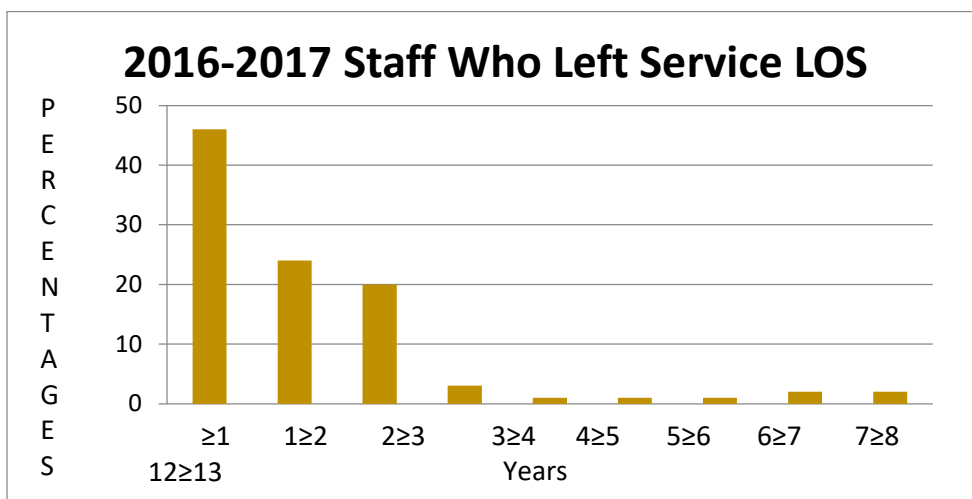
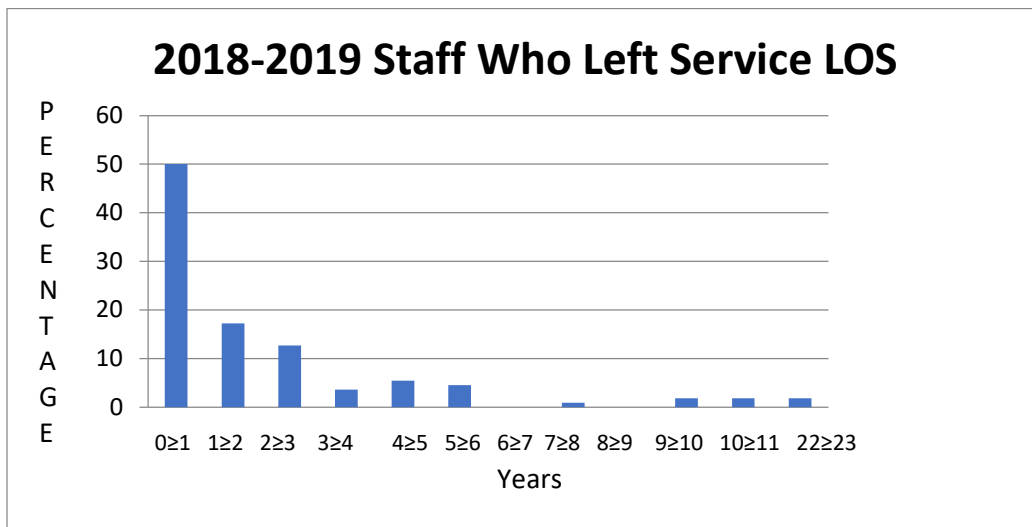
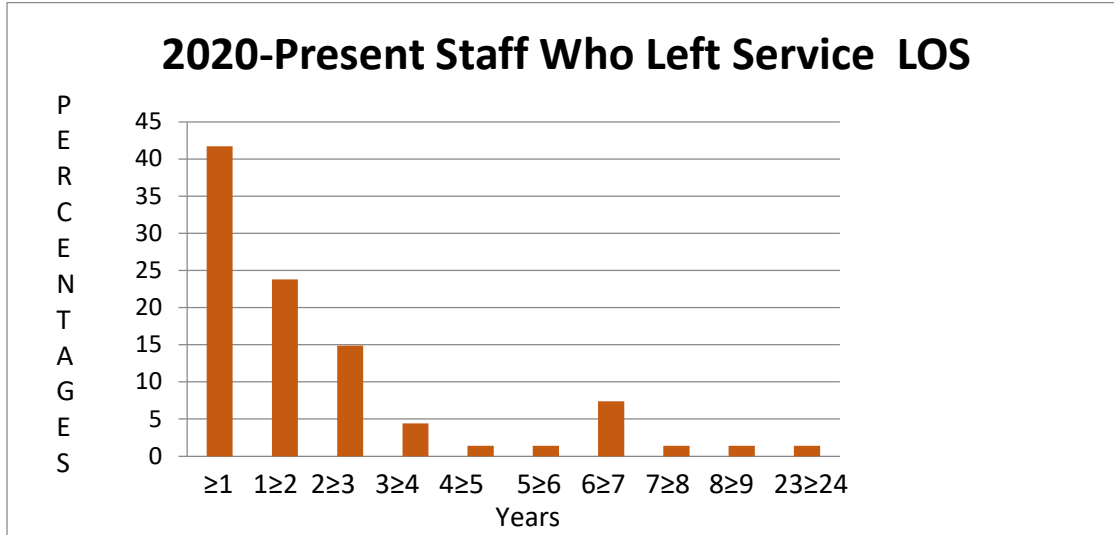
Staff are least satisfied with:

1. On the job training/education has helped me improve/learn new skills.
2. In the last month, I have received recognition or praise for doing good work.
3. I am satisfied with the amount of involvement I have in decisions that

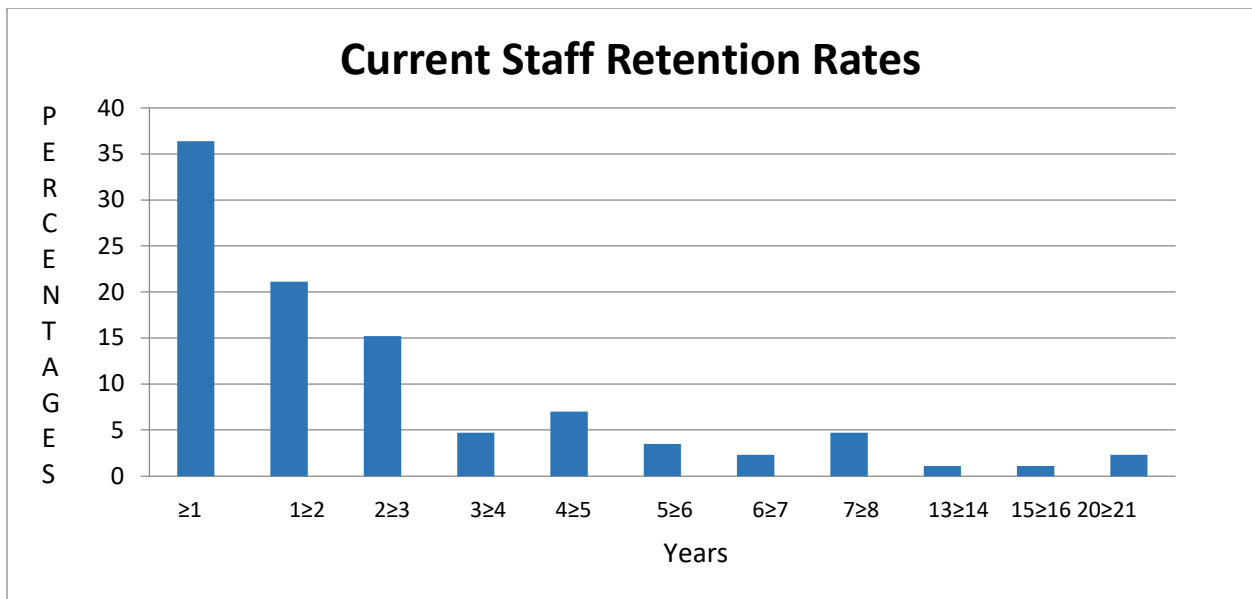
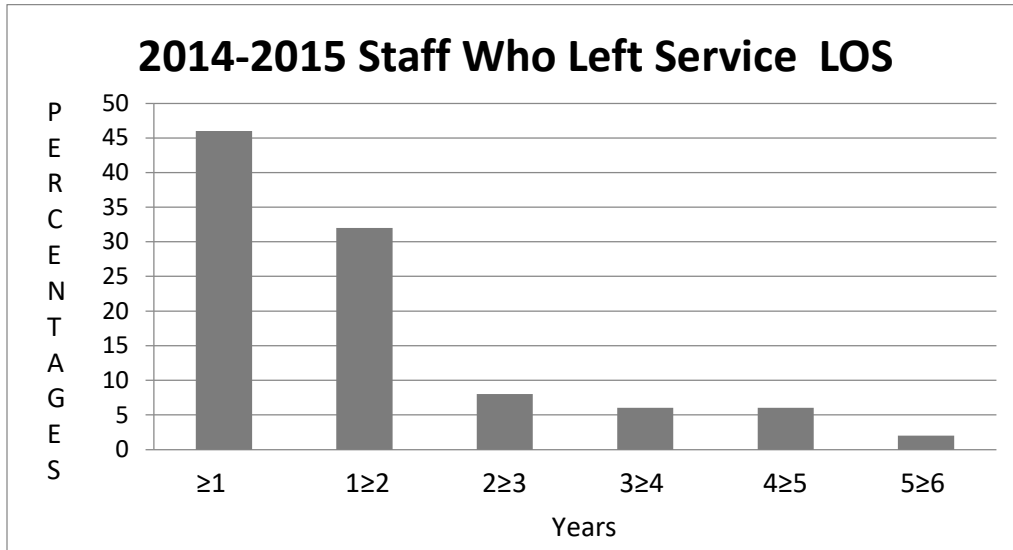
Appendix II



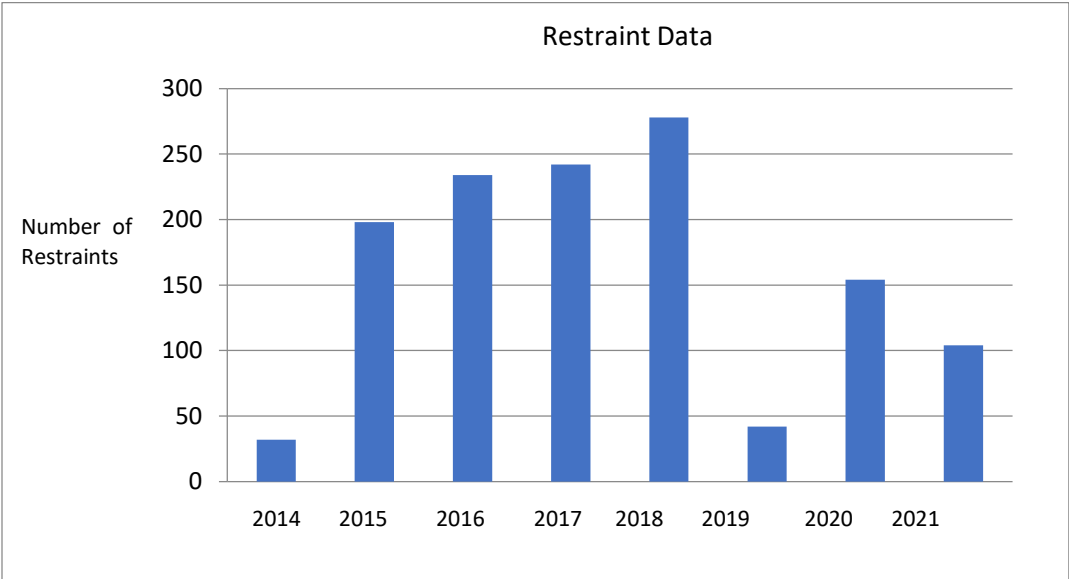
Appendix III.



Appendix IV.



Appendix V.

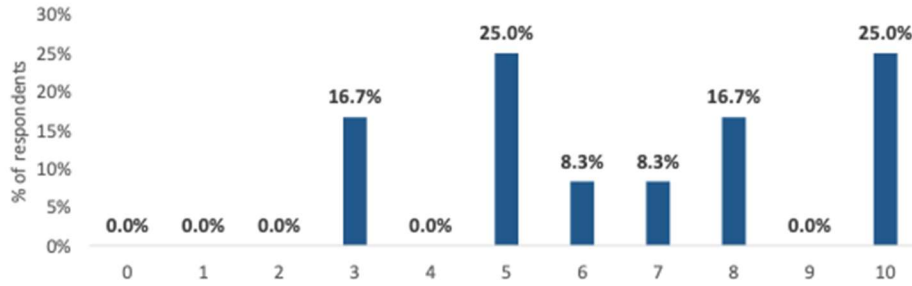


Appendix VI.

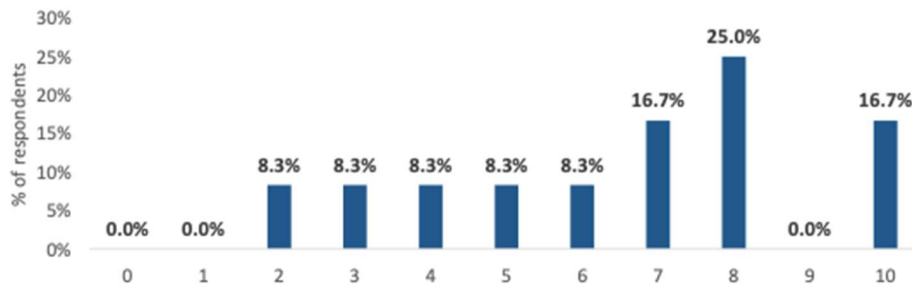
Evolutions 1 2020 Staff Satisfaction Summary

A total of 12 (25.5%) staff from the Evolutions 1 program completed the 2020 Staff Satisfaction survey. Over one third of surveyed Evolutions 1 staff (41.7%) rated their job satisfaction as an 8 or higher out of 10.

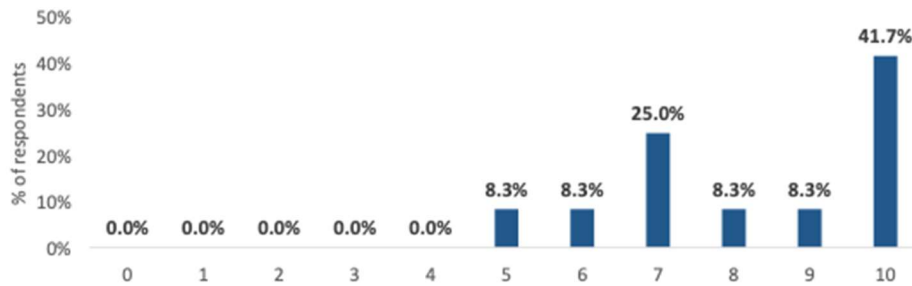
Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Satisfied" and 10 being "Extremely Satisfied," what number best describes your Satisfaction with your job at NFI?" [N = 12; Mean = 6.7]



Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Effective" and 10 being "Most Effective," how would you rate communication in your program?" [N = 12; Mean = 6.5]



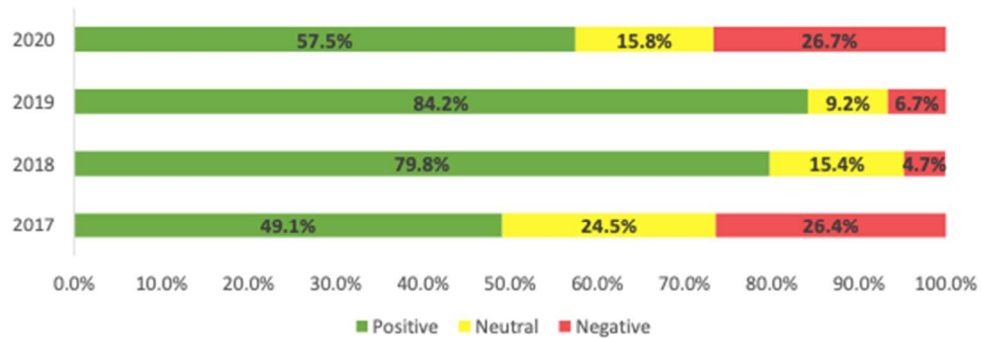
Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Effective" and 10 being "Most Effective," how would you rate the effectiveness of the Program Manager at His/Her Job" [N = 12; Mean = 8.3]



Evolutions 1 Staff Satisfaction Summary

N (%)	Question	Positive Response Rate	Neutral Response Rate	Negative Response Rate
10 (83.3%)	1. Program management is open to constructive feedback (management may refer to PD, APD, CD and/or clinicians).	60.0%	20.0%	20.0%
10 (83.3%)	2. Program management demonstrates leadership effectively.	50.0%	20.0%	30.0%
10 (83.3%)	3. On the job training / education has helped me improve / learn new skills.	60.0%	30.0%	10.0%
10 (83.3%)	4. I have the resources and support to do my job well.	60.0%	0.0%	40.0%
10 (83.3%)	5. I know what is expected of me at work.	90.0%	0.0%	10.0%
10 (83.3%)	6. In the last six months, someone in the NFI agency has talked to me about my progress.	40.0%	10.0%	50.0%
10 (83.3%)	7. There is someone in the NFI agency who encourages my professional development.	70.0%	10.0%	20.0%
10 (83.3%)	8. In the last month, I have received recognition or praise for doing good work.	70.0%	10.0%	20.0%
10 (83.3%)	9. I am satisfied with the amount of involvement I have in decisions that affect my work.	60.0%	20.0%	20.0%
10 (83.3%)	10. My co-workers are committed to doing quality work.	60.0%	20.0%	20.0%
10 (83.3%)	11. My program has a positive working environment.	30.0%	30.0%	40.0%
10 (83.3%)	12. I feel that I work in a safe environment.	40.0%	20.0%	40.0%
Average Satisfaction Rate:		57.5%	15.8%	26.7%

Average Evolutions 1 Satisfaction Rate



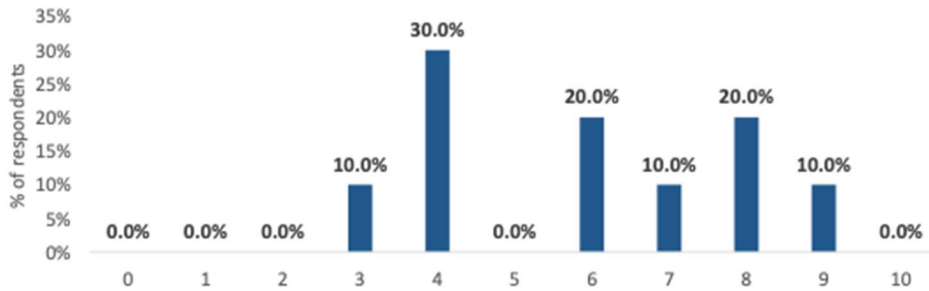
2020 EVOLUTIONS 1 STAFF SATISFACTION SCORE: 66.7%

Appendix VII.

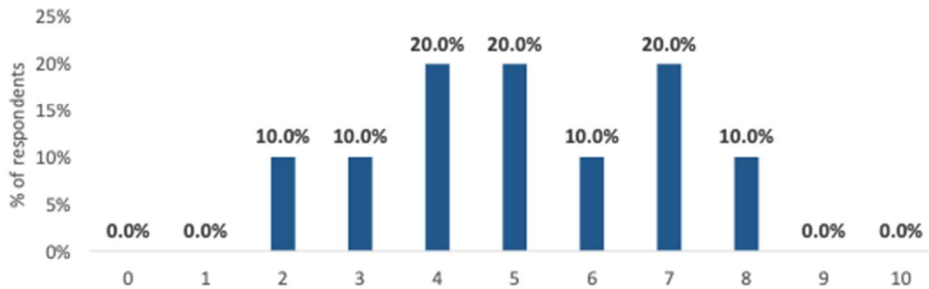
Evolutions 2 2020 Staff Satisfaction Summary

A total of 10 (22.2%) staff from the Evolutions 2 program completed the 2020 Staff Satisfaction survey. Nearly one third of surveyed Evolutions 2 staff (30%) rated their job satisfaction as an 8 or higher out of 10.

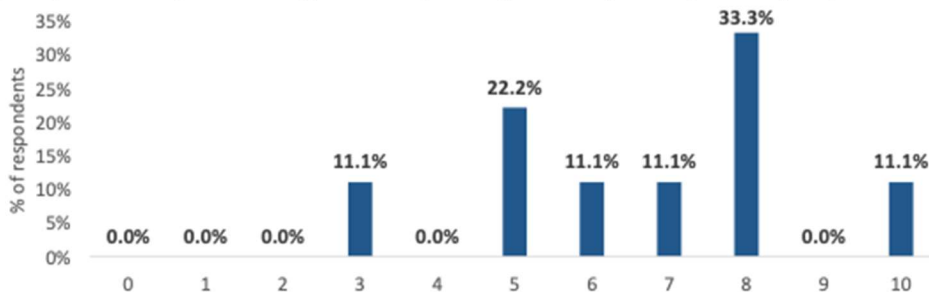
Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Satisfied” and 10 being “Extremely Satisfied,” what number best describes your Satisfaction with your job at NFI?” [N = 10; Mean = 5.9]



Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Effective” and 10 being “Most Effective,” how would you rate communication in your program?” [N = 10; Mean = 5.1]



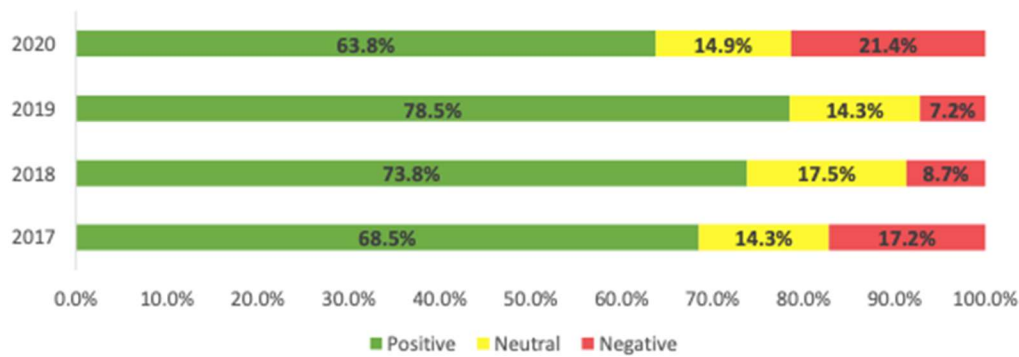
Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Effective” and 10 being “Most Effective,” how would you rate the effectiveness of the Program Manager at His/Her Job” [N = 9; Mean = 6.7]



Evolutions 2 Staff Satisfaction Summary

N (%)	Question	Positive Response Rate	Neutral Response Rate	Negative Response Rate
20 (90.9%)	1. Program management is open to constructive feedback (management may refer to PD, APD, CD and/or clinicians).	90.0%	10.0%	0.0%
20 (90.9%)	2. Program management demonstrates leadership effectively.	90.0%	5.0%	5.0%
19 (86.4%)	3. On the job training / education has helped me improve / learn new skills.	84.2%	5.3%	10.5%
20 (90.9%)	4. I have the resources and support to do my job well.	65.0%	25.0%	10.0%
20 (90.9%)	5. I know what is expected of me at work.	85.0%	15.0%	0.05
19 (86.4%)	6. In the last six months, someone in the NFI agency has talked to me about my progress.	84.2%	5.3%	10.5%
20 (90.9%)	7. There is someone in the NFI agency who encourages my professional development.	80.0%	20.0%	0.0%
20 (90.9%)	8. In the last month, I have received recognition or praise for doing good work.	70.0%	25.0%	0.0%
20 (90.9%)	9. I am satisfied with the amount of involvement I have in decisions that affect my work.	80.0%	10.0%	10.0%
20 (90.9%)	10. My co-workers are committed to doing quality work.	80.0%	5.0%	15.0%
19 (86.4%)	11. My program has a positive working environment.	68.4%	26.3%	5.3%
20 (90.9%)	12. I feel that I work in a safe environment.	65.0%	20.0%	15.0%
Average Satisfaction Rate:		78.5%	14.3%	7.2%

Average Evolutions 2 Satisfaction Rate



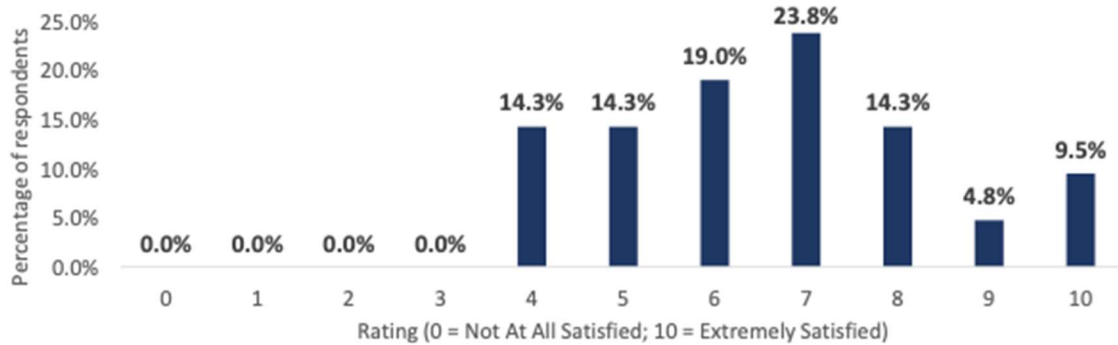
2020 EVOLUTIONS 2 STAFF SATISFACTION SCORE: 67.8%

Appendix VIII.

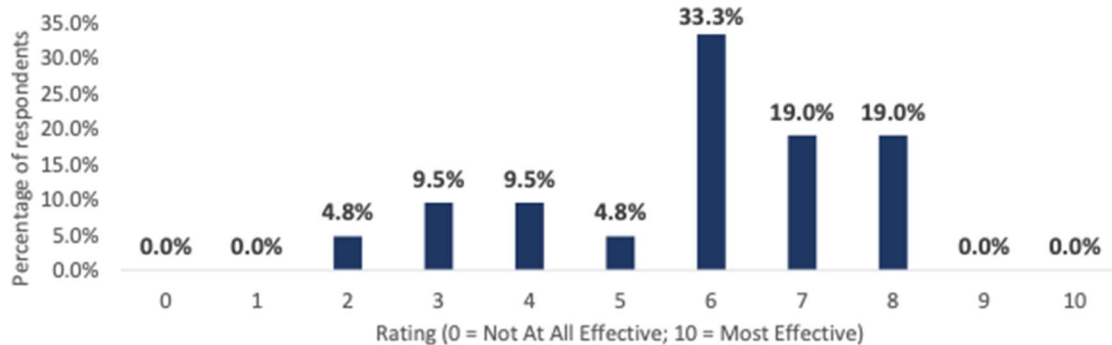
NFI Evolutions 2 Staff Satisfaction Summary

A total of 22 (55.0%) staff from the Evolutions 2 program completed the 2019 Staff Satisfaction survey. The below Figures and Table illustrate Evolutions 2 staff rating of overall satisfaction, communication within the program, and summary of responses. Over one quarter of surveyed Evolutions 2 staff (28.6%) rated their job satisfaction as an 8 or higher out of 10.

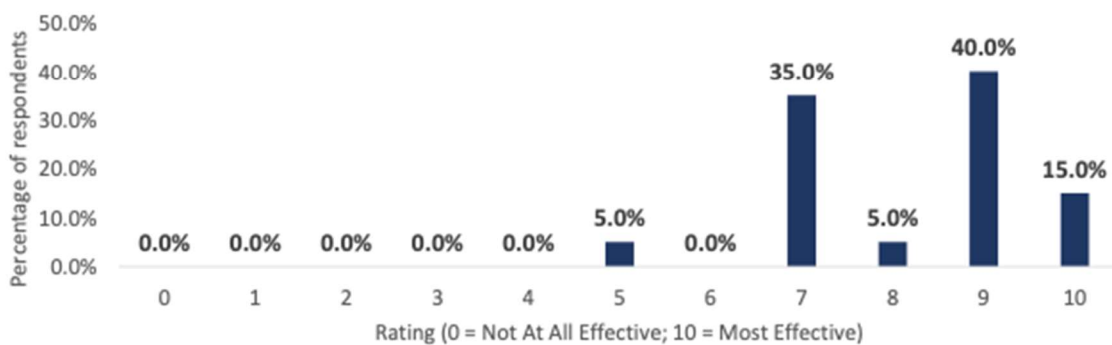
Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Satisfied” and 10 being “Extremely Satisfied,” what number best describes your Satisfaction with your job at NFI?” [Mean = 6.6]



Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Effective” and 10 being “Most Effective,” how would you rate communication in your program?” [Mean = 5.9]



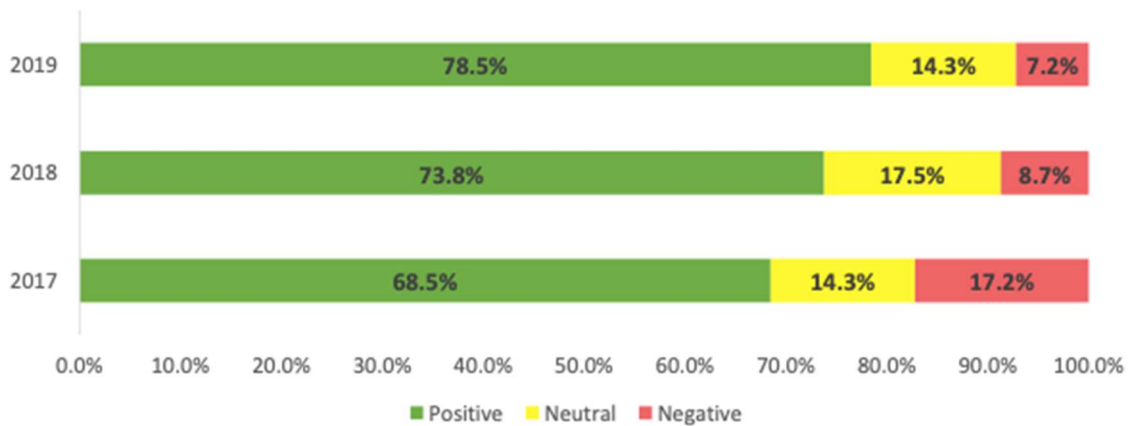
Evolutions 2 Staff response to “On a scale of 0 to 10 with 0 being “Not At All Effective” and 10 being “Most Effective,” how would you rate the effectiveness of the Program Manager at His/Her Job” [Mean = 8.2]



Evolutions 2 Staff Satisfaction Summary

N (%)	Question	Positive Response Rate	Neutral Response Rate	Negative Response Rate
20 (90.9%)	1. Program management is open to constructive feedback (management may refer to PD, APD, CD and/or clinicians).	90.0%	10.0%	0.0%
20 (90.9%)	2. Program management demonstrates leadership effectively.	90.0%	5.0%	5.0%
19 (86.4%)	3. On the job training / education has helped me improve / learn new skills.	84.2%	5.3%	10.5%
20 (90.9%)	4. I have the resources and support to do my job well.	65.0%	25.0%	10.0%
20 (90.9%)	5. I know what is expected of me at work.	85.0%	15.0%	0.05
19 (86.4%)	6. In the last six months, someone in the NFI agency has talked to me about my progress.	84.2%	5.3%	10.5%
20 (90.9%)	7. There is someone in the NFI agency who encourages my professional development.	80.0%	20.0%	0.0%
20 (90.9%)	8. In the last month, I have received recognition or praise for doing good work.	70.0%	25.0%	0.0%
20 (90.9%)	9. I am satisfied with the amount of involvement I have in decisions that affect my work.	80.0%	10.0%	10.0%
20 (90.9%)	10. My co-workers are committed to doing quality work.	80.0%	5.0%	15.0%
19 (86.4%)	11. My program has a positive working environment.	68.4%	26.3%	5.3%
20 (90.9%)	12. I feel that I work in a safe environment.	65.0%	20.0%	15.0%
Average Satisfaction Rate:		78.5%	14.3%	7.2%

Average Evolutions 2 Satisfaction Rate



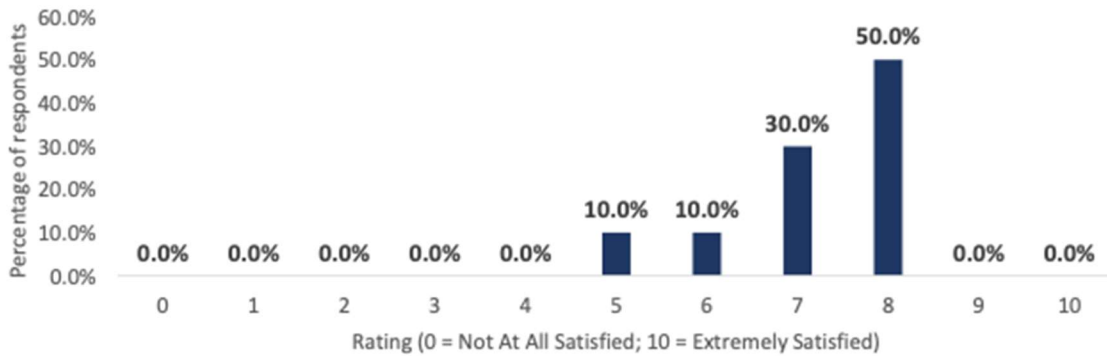
2019 EVOLUTIONS 2 STAFF SATISFACTION SCORE: 69.8%

Appendix IX.

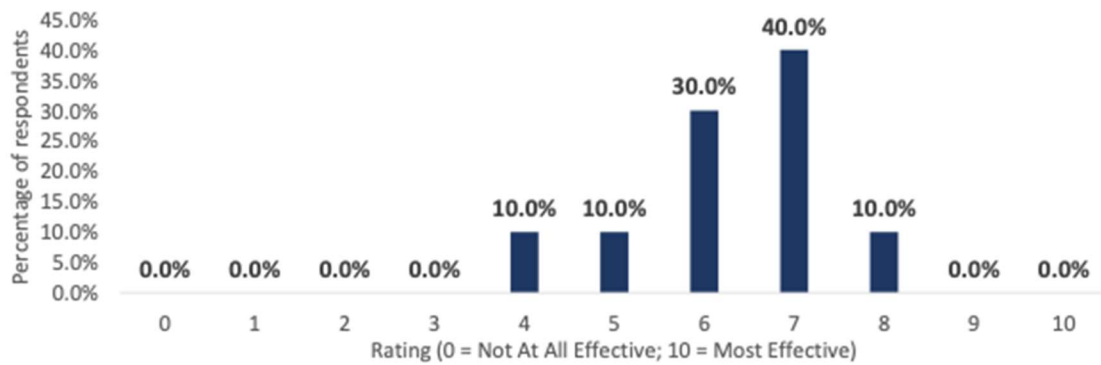
NFI Evolutions 1 Staff Satisfaction Summary

A total of 11 (28.2%) staff from the Evolutions 1 program completed the 2019 Staff Satisfaction survey. The below Figures and Table illustrate Evolutions 1 staff rating of overall satisfaction, communication within the program, and summary of responses. Half of surveyed Evolutions 1 staff (50%) rated their job satisfaction as an 8 or higher out of 10.

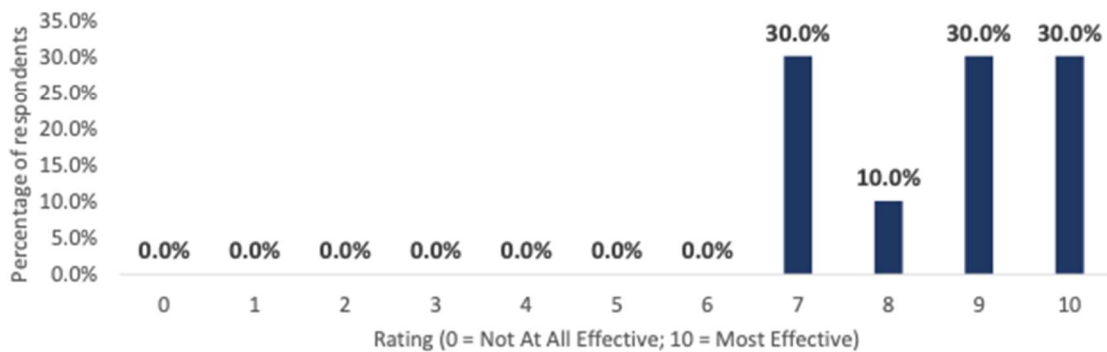
Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Satisfied" and 10 being "Extremely Satisfied," what number best describes your Satisfaction with your job at NFI?" [Mean = 7.2]



Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Effective" and 10 being "Most Effective," how would you rate communication in your program?" [Mean = 6.3]



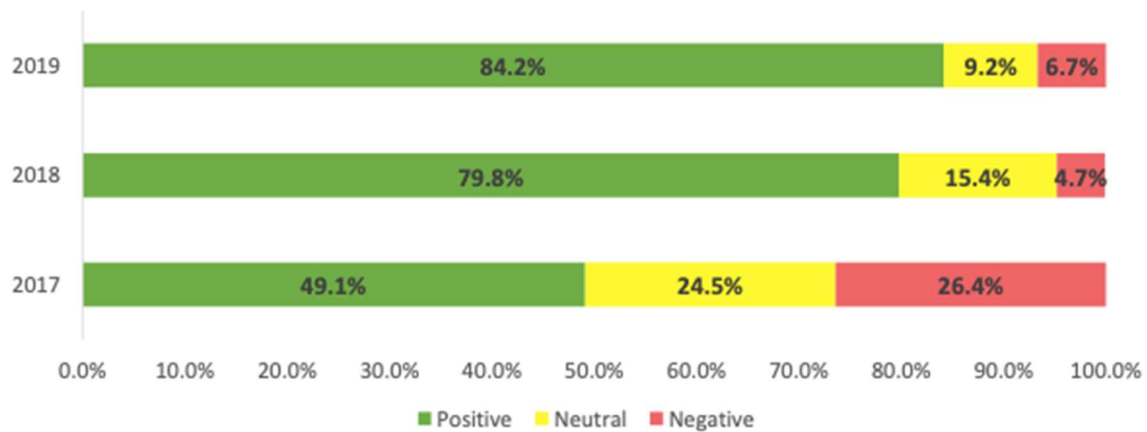
Evolutions 1 Staff response to "On a scale of 0 to 10 with 0 being "Not At All Effective" and 10 being "Most Effective," how would you rate the effectiveness of the Program Manager at His/Her Job" [Mean = 8.6]



Evolutions 1 Staff Satisfaction Summary

N (%)	Question	Positive Response Rate	Neutral Response Rate	Negative Response Rate
10 (90.9%)	1. Program management is open to constructive feedback (management may refer to PD, APD, CD and/or clinicians).	100.0%	0.0%	0.0%
10 (90.9%)	2. Program management demonstrates leadership effectively.	100.0%	0.0%	0.0%
10 (90.9%)	3. On the job training / education has helped me improve / learn new skills.	100.0%	0.0%	0.0%
10 (90.9%)	4. I have the resources and support to do my job well.	90.0%	0.0%	10.0%
10 (90.9%)	5. I know what is expected of me at work.	100.0%	0.0%	0.0%
10 (90.9%)	6. In the last six months, someone in the NFI agency has talked to me about my progress.	70.0%	20.0%	10.0%
10 (90.9%)	7. There is someone in the NFI agency who encourages my professional development.	80.0%	0.0%	20.0%
10 (90.9%)	8. In the last month, I have received recognition or praise for doing good work.	60.0%	20.0%	20.0%
10 (90.9%)	9. I am satisfied with the amount of involvement I have in decisions that affect my work.	90.0%	10.0%	0.0%
10 (90.9%)	10. My co-workers are committed to doing quality work.	90.0%	10.0%	0.0%
10 (90.9%)	11. My program has a positive working environment.	70.0%	30.0%	0.0%
10 (90.9%)	12. I feel that I work in a safe environment.	60.0%	20.0%	20.0%
Average Satisfaction Rate:		84.2%	9.2%	6.7%

Average Evolutions 1 Satisfaction Rate



2019 EVOLUTIONS 1 STAFF SATISFACTION SCORE: 73.3%

Appendix X.

Products ▾

Solutions ▾

Who We Serve ▾

Resources ▾

The Substance Abuse and Mental Health Services Administration predicts that, by 2025, the U.S. will have shortages of:

- 78,050 school counselors
- 57,490 psychologists
- 48,540 social workers
- 26,930 mental health counselors
- 15,400 psychiatrists
- 10,470 marriage and family therapists

These shortages will be facilitated by increasing demand for the services provided by these professionals. According to the [National Council for Behavioral Health](#), demand for behavioral health services will increase by the following percentages by 2030:

- Addiction counselors: 21-30%
- Mental health counselors: 18-20%
- Psychiatric nurse practitioners and psychiatric physician assistants: 17%
- Social workers: 15%
- Psychiatric technicians and psychiatric aides: 13-16%
- Marriage and family therapists: 14%
- Psychologists: 7%
- Psychiatrists: 6%

Appendix XI.

Taken from <https://www.axa.com.sg/blog/small-business/5-key-drivers-of-employee-retention>

“Some direct consequences of poor employee retention are increased costs and lower productivity and team morale. When somebody in the company leaves within only a few months of being hired, the time and money spent during the hiring and onboarding process are lost. Having to start the hiring process all over again thus results in increased expenses. Restarting the training process also lowers efficiency. Additionally, office morale is affected as other employees might have to temporarily take up additional tasks. Gradually, they might lose confidence in management and also end up leaving.”

Appendix XII.

Table 1: Factors, Contributing authors and Research papers

Factors	Authors	Research Papers	Year
Compensation	C.O. Trevor, B. Gerhart, J.W. Boudreau.	Voluntary turnover and job performance: curvilinear and the moderating influences of salary growth and promotions.	1997
	D.Davies, R. Taylor, C. Savery.	The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: A comparative study.	2001
	DG Gardner, L Van Dyne, JL Pierce.	The effects of pay level on organization-based self-esteem and performance: a field study.	2004
	GM Milkovich, JM Newman.	Compensation (8 th ed.).	2004
	E Moncraz, J.Zhao, and C.Kay.	An exploratory study on US lodging properties, organizational practices and employee turnover and retention.	2009
Reward and Recognition	N.C. Agarwal	Reward Systems: Emerging Trends and Issues.	1998
	J.W. Walker	"Perspectives" Human resource planning	2001
	L.T. Silbert	The effect of Tangible Rewards on Perceived Organizational Support.	2005
Promotion and opportunity for Growth	M. R. Pergamit, and J. R.Veum.	"What is a promotion?"	1999
	Meyer, John, Laryssa Topolnytsky, Henryk Krajewski and Ian Gellatly.	Best Practices: Employee Retention	2003
	B.J. Prince.	Career-focused employee transfer processes.	2005
	L. Eyster, R Johnson and E. Toder .	Current strategies to employ & retain older workers.	2008
Participation in Decision Making	P.Hewitt	High Performance Workplaces: The Role of Employee Involvement in a Modern Economy	2002
	Y. Noah	A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria.	2008
Work-Life balance	J. Hyman and J. Summers	"Lacking balance? Work-life employment practices in the modern economy"	2004
Work environment	N. Miller, A. Erickson & B. Yust.	Sense of place in the workplace: The relationship between personal objects and job satisfaction and motivation.	2001
	M.Wells & L. Thelen.	What does your workspace say about you? The influence of personality, status and workspace on personalization.	2002
	S. Ramlall	Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness.	2003
Training and development	M. Messmer	Orientations programs can be key to employee retention.	2000
	A. Tomlinson	High Technology workers want Respect.	2002
	P. Garg & R. Rastongi	New model of job design motivation employees Performance.	2006
	L.W. Handy	The importance of the work environment variables on the transfer of training.	2008
Leadership	R.Eisenberger, P. Fasolo, & V. Davis-LaMastro	Perceived organizational support and employee diligence, commitment, and innovation.	1990
	McNeese- D.Smith	Job Satisfaction, Productivity, and Organizational Commitment.	1995
	Y. Brunetto, R .Farr-Wharton	Using social identity theory to explain the job satisfaction of public sector employees.	2002
	Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen	Applying Structural Equation Model to Study of the Relationship Model among leadership style, satisfaction, Organization commitment and Performance in hospital industry.	2009
Job-Security	J.C.Abegglen	The Japanese Factory. Aspects of Its Social Organization	1958
	S. Ashford, C .Lee, & P. Bobko	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.	1989
	J. Davy, A. Kinicki, C. Scheck	Developing and testing a model of survivor responses to layoffs.	1991
	Z. Rosenblatt, A. Ruvio	A test of a multidimensional model of job insecurity. The case of Israeli teachers.	1996

Appendix XIII.



School of Professional Studies

Lila Sorenson
Project Charter
Employee Retention

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1 Project Overview

1.1 Introduction *(The introduction provides a brief summary of what the project is designed to achieve, along with some background information on why the project is being done – the business drivers, the opportunity to be exploited, costs to be reduced etc.)*

The problem detected within the company of NFI was employee retention rates. We were incredibly under-staffed and could not keep those numbers up. This had been a pattern in previous years as well. The project is analyzing employee retention rates at NFI as well as in other non-profit mental health organizations in MA as well as across the United States. This project hopes to achieve a solid analysis of employee retention rates across non-profit mental health organizations further showing the problem that the retention rates are too low. The project will also include a list of ideas and potential solutions to the employee retention rates.

1.2 Major Stakeholders *(List all the key stakeholders (decision makers and anyone who will be impacted by the project outcomes).*

Corporate
Agency Supervisor
HR department
Joint Commission

2 Project Goal and Scope

2.1 Project Goal *(Define the high level goals of the project).*

The high-level goals of this project are to point out the low employee retention rates and try to develop solutions to increase employee retention rates.

2.2 Project Scope *(The project scope details the work to be taken in order to achieve the project goal. It is just as important to explicitly state what is not included in scope as it is to state what the project will deliver).*

In Scope: Analysis of employee retention rates amongst staff at NFI. General information about employee retention rates at other non-profit mental health organizations.

Out of Scope: Specific detailed numbers regarding employee retention rate in other organizations across the country.

3 Assumptions (*An assumption is anything the project team or client considered to be true, real or certain often without any proof or demonstration. List in bullet format*).

- Workers in non-profit mental health organizations are not paid enough.
- Working in non-profit mental health organizations is really hard work which leads to burn-out quickly.

4. Constraints (*Anything that restricts or dictates the actions of the project team. These can include the so-called 'Triple Constraint'- the 'triangle' of time, cost and scope - and every project as project drivers has one or two, if not all three project constraints*).

It will be hard to be able to find detailed data regarding employee retention rates for other non-profit similar organizations across the states. It will be hard to eliminate external validity in the data, but we can and will acknowledge its existence.

5 Risks (*Risk is any unexpected event that might affect the people, processes, technology, and resources negatively or positively by the project*)

By pointing out the lack of money we make or the negatives of these organizations that lead to lower employee retention rates it might encourage or give employees the idea to leave the company as they can earn greater benefits elsewhere.

6 Communication Plan (*Describe how the project team will communicate effectively with team members, the client and the capstone advisor*).

(For capstone thesis/case study students this section is not required)

I am working by myself. I will be collaborating with NFI's agency supervisor regarding my progress, process, and results of the project. I will be communicating with my capstone advisor for each deadline I have as well as if I have any other questions.

7 Project Team (*List the project team members involved in the project including the client and capstone advisor*). **(For capstone thesis/case study students this section is not required)**

Lila Sorenson; client= NFI; Capstone advisor: Mary Pieciewicz.

8 Measures of Success (*Detailed measurements that will indicate that the project is a success*)

Project Outcomes	Measure of Success
Increase of employee retention rate.	Employees stay for greater than 1 year in the company.
NFI yearly employee survey is positive.	75% or more of employees are happy at work.

9 Stakeholder Sign-off

(For capstone thesis/case study students only capstone advisor signature is required)

This project charter has been signed off by the client, capstone advisor and project team members.

Lila Sorenson
Name

Employee retention rates
Title

03/10/2021
Date

Name

Title

Date

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