


# GLCAP's Recruitment, Retention and Engagement Journey


## July 2022 Report



1

## Culture Study conducted Pre-COVID

- Engaged WIPFLI – conducted surveys, meetings, focus groups – 2019
- New Headquarters – Fall 2018
- Areas of Opportunity:
  - Engagement Across the Organization
  - Culture in HQ - Silos
  - Pay
  - Work-Life Balance



2

## Onset of COVID

- Shift to remote work and primarily remote services
- Significant sums of COVID relief dollars
- Workloads nearly doubled for some
- Difficulty in hiring/retention
- Staff overwhelmed



3

## Return to Office

- Staff continue to be overworked
- Difficulty in hiring continues – at one point we had nearly 175 open positions
- Staff leaving for better pay, less responsibility and workload
- Our budget nearly doubled
- Needed change was extremely evident
- Reconnected with Culture Study
- Conversations with Staff
- Engagement Committee, Wellness Committee, Lunch and Learns



4

## Board Awareness & Support

Board – Sharing impactful data

- January
  - 112 Vacancies
  - Wage scale changes -lowest paid range increased from \$11.10/hr to \$14.00/hr
  - Vacation – new hires 3 weeks per year (increased from 2)
  - COVID Retention Incentive - \$1,000 for 20+ hrs/wk; \$500 for 19- hrs/wk
- February
  - Head Start COVID incentives (wellness day, hero pay, classroom supply allowance)
  - Healthy Food Bags for every employee, lunch days for each location (gift cards to remote)
  - Gave employees with 5+ years of service an additional week of vacation
  - Allowed staff a one-week vacation buyout
  - \$500 hiring incentive and another \$500 incentive at 180 days of employment
  - \$500 referral incentive for current employees who refer a new hire
  - \$250 incentive for COVID vaccination and \$250 for Booster



5

## Thinking Boldly

- As of April, vacancies were still @ 100
- Made significant pay scale adjustments, increased benefit schedules
- Still struggling in hiring and retention
- Significantly underspent in personnel budgets
- Discussing/researching out of the box strategies
- Four generations of workers
- Decent pay/benefits/positive culture aren't enough
- Work-life balance continues to rise to the top of the "wants"



6

## The Compressed Work Week

- Considered many options
- Watched YouTube videos from primarily for profits – consistent theme of “the staff figure it out” in terms of getting the work done
- Landed on the 4 Day work week – Monday-Thursday – 8.5 hours per day, for a full-time week of 34 hours – schedules between 7:30 am – 6 pm
- Board approved in April – assured that we would meet deadlines and contractual obligations
- Every FT employee needs to find 6 hours of efficiencies per week – review all of our internal processes; better utilization of technology; streamlining rules around emails, messaging and texting; no internal meeting can be longer than an hour



7

## The Devil is in the Details

Compressed work week scheduled to launch June 6<sup>th</sup> – spent the four weeks between the April and May board meetings working through the details

- Redesigned our Recruitment Process & Image Presentation
- Policy changes
- Summary plan document changes for benefit plans
- Reviewing all internal processes
- “Helping” the naysayers make the transition
- Some services remain 5 days per week (Head Start full-day full-year classrooms and Migrant Head start) or 6 days per week (Rural Transit)
- No one suffered a loss of pay – full-time 40 hour pay was translated into full-time 34 hour pay
- Adjusting schedules as needed for trainings/conferences/external meetings



8

## Messaging/Massaging

- Frequent communication – emails, videos
- Established FAQs
- Charged every staff member with re-thinking everything we do
- Taking all suggestions
- No “dumb” question
- This is a journey, not a destination
- Weekly/bi-weekly Management Team meetings to share learnings, redirect, discuss/resolve challenges



9

## Five Weeks In.....

- Employees are appreciative and happy
- Retention rate has increased
- Qualified applicants have increased substantially
- Services have not suffered
- Deadlines have been met
- Other employers (and employees) are envious 😊



10

## Helpful Resources

- Search YouTube videos
- Books:
  - The 4 Day Week: How the flexible work revolution can increase productivity, profitability and wellbeing, and help create a sustainable future – Andrew Barnes
  - Stolen Focus: Why You Can't Pay Attention--and How to Think Deeply Again – Johann Hari
  - Shorter: How Working Less Will Revolutionize the Way Your Company Gets Things Done – Alex Soojung-Kim Pang
- CBS News Morning Segment – “Rethinking the Work Week” -  
<https://www.cbsnews.com/video/four-day-workweeks-becoming-more-common-as-employers-test-shortened-hours/#x>



11

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12