# Hiring, Retention and How to Build a Strong SSVF Workforce

SSVF National Webinar

February 8, 2024

Link to Recording

# Housekeeping

Webinar will last For **90** minutes

Slides & handouts are in the "handout" section

Recording, Handouts & Slides will be sent via email

Submit questions in the question box or any time at ssvf@va.gov

- Leadership Update
- Enhance understanding of Compensation Regulations
- Examples of Compensation and how your agency can utilize those for retention, recruitment.
  - Wage determinations
  - Tips for setting employee salaries
  - Changes to Market Wages
  - Incentive-Compensation
- SSVF Grantee presentation

- Jeff Houser, SSVF Compliance Officer

- Rico Aiello, SSVF Compliance Project Coordinator

- Anyah Hoang, PhD, DPA, Volunteers of America Mid-States

- Anne Vandervort, CSW, Volunteers of America Mid-States

- Kiam Parker, Catholic Community Services

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National Director, SSVF

# What is your current position?

– Case manager

– Outreach team

– Program Manager

– Executive Leadership

– Fiscal or Compliance

– Human Resources

– Other

# What is the biggest source of turnover within your organization?

– Lack of applicants

– Salary challenges

– Burnout/Compassion fatigue

– Poor work/life balance

– Seeking promotional opportunities elsewhere

– Negative culture

– Other

- Let's set the ground rules…..

[eCFR :: 2 CFR 200.430 -- Compensation - personal services.](#)

Compensation for personal services includes all remuneration, paid currently or accrued, for services of employees rendered during the period of performance under the Federal award, including but not necessarily limited to wages and salaries, may also include fringe benefits.

(1)Is <u>reasonable</u> and conforms to the established <u>written policy</u>

**How are prevailing wage determinations developed?**

– Wage determinations are developed based on available data showing the rates that are prevailing in a specific locality. Where a single rate is paid to a majority (more than 50%) of the workers in a classification of service employees engaged in similar work in a particular locality, that rate is determined to prevail.

**How often do you update wage determinations?**

– Wage Determinations are reviewed periodically, as new data become available. Most wage determinations are updated once a year.

- Surveys of other non-profits, separate both professional and Administrative.

# TIPS FOR SETTING EMPLOYEE SALARIES

- It can be a challenge to set the appropriate scale and structure for a salary. Here are some tips that can help.

  - o **Determine the value:** List the job responsibilities, duties, required skills and experience. Determine also, how essential this role is to your organization.

  - o **Research the market.** Compare salaries for similar roles. Researching salaries can help you understand which skills, experience and qualifications you should expect from applicants. It can also help you decide if your company can sustain the salary long term.

  - o **Set a minimum and maximum salary.** Using your research and evaluation of the role's importance for your organization, set a minimum and a maximum salary for the role. The minimum is the ideal salary you'd like to pay the new employee. The maximum is the highest salary you'd pay. Ensure it is feasible for your organization.

  Keep in mind that employees who are satisfied with their pay are likely to deliver significantly superior results. It's important for the well being of your organization that competent employees are sufficiently compensated.

**(b)** *Reasonableness.*

Compensation for employees will be considered reasonable to the extent that <u>it is consistent with that paid for similar work in other activities</u> of the non-Federal entity.

In cases where the <u>kinds of employees required for Federal awards are not found in</u> the other activities of the non-Federal entity, <u>compensation will be considered reasonable to the extent that it is comparable to that paid for similar work in the labor market</u> in which the non-Federal entity competes for the kind of employees involved.

**A recently hired case manger does great work and you don't want to lose the employee to another agency. You ask them during a meeting if they received a retention bonus and a raise would they still leave. Is this allowable?**

- No
- Yes, you can't afford to lose this case manager
- Yes, if there is available SSVF funding

- Does that mean I can give a momentary award for.....????

- Annual review, Yes if it's implied at beginning of year and is consistent with HR policy
  - If we have extra funding, can we just distribute equally?

- Recruitment, Retention bonus???

Is reasonable for the services rendered and conforms to the established written policy of the non-Federal entity consistently applied to both Federal and non-Federal activities;

– Human Resources should have a policy for all types of compensation.
  • Salary, Benefits
  • Awards, Performance, Recruitment, Retention
  • Applies to all agency personnel, not just SSVF

Grantees can increase wages for several reasons. The most common reason for raising wages is an increase to the minimum wage. Consumer goods companies are also known for making incremental wage increases for their workers. These minimum wage increases are a leading factor for wage push inflation.

**Industry Factors**

•    Industry factors also play a part in driving wage increases. If a specific industry is growing rapidly, companies might raise wages to attract talent or provide higher compensation for their workers as an incentive to help business growth. All such factors have a wage push inflation effect on the goods and services the company provides.   (Healthcare, Professional-Degreed positions.)

•    Wages are determined just like any other price: **by supply and demand**. People supply their labor, and companies demand it, creating a market for labor.

• **Performance bonuses-** A <u>performance bonus</u> is a form of variable pay which is particularly suitable for functions where it is easy to define clear and consistent targets. It is therefore the best pay solution for positions when it is possible to set a precise standard of work linked to a clear level of performance.

• In addition, performance bonuses makes it possible to differentiate between different levels of performance. Assesses both the quantitative and qualitative aspects of the work performed. Performances bonuses mean recipients can be paid according to a specific targets.

• Finally, with performance bonuses, the employee's performance is based on their ability to meet and exceed targets and is assessed in terms of actual achievements measured against predefined targets.

**Merit-based raises**

• Standardized raise systems can also be a great compensation incentive, especially when a grantee wants to focus on long-term employee retention. Employees become eligible for merit-based pay raises based on performance reviews and meeting certain benchmarks. Unlike performance bonuses which are paid out as one lump incentive, merit-based raises reward employees with long-term salary growth. Over time, merit-based raises can add up and give employees a strong incentive to continue working for your company.

• For example, many companies/grantees offer cost of living adjustment raises every year. Some also assess employee performance and reward employees who met or exceeded expectations with a higher pay rate. Clearly outline merit-based raise policies in your employee handbook to ensure fair compensation and equal opportunity for growth.

**Discretionary bonuses-** Known as "discretionary bonuses", "managerial bonuses" and "bonus at the discretion of the manager", discretionary bonuses have different names but are always based on the same principle: a manager is solely responsible for allocating them and determining their amount.

- Many employees have been confronted with them and sometimes rename them "subjective bonuses" or "customer discretionary bonuses". In a discretionary bonus system, the employee has to work hard without knowing whether they will be paid, which is counter-productive and demotivating. Discretionary bonuses do not give employees the chance to assess themselves, whereas increasing motivation through variable pay for an individual is the result of "stretching the pay system". The latter is therefore essentially the result of the possibility of obtaining a big gain combined with the risk of losing.

- For the system to be effective, the employee must therefore be able to imagine achieving their individual performance target and know the exact results according to the how much effort they make and how they are translated in terms of achieving set objectives and finally the bonus amount. Such conditions are incompatible with the principle of a discretionary bonus.

- *Special considerations.* Special considerations in determining allowability of compensation will be given to any change in a non-Federal entity's compensation policy resulting in a substantial increase in its employees' level of compensation (particularly when the change was concurrent with an increase in the ratio of Federal awards to other activities) or any change in the treatment of allowability of specific types of compensation due to changes in Federal policy.

- *Incentive compensation.* Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is allowable to the extent that the overall compensation is determined to be reasonable and such costs are paid or accrued pursuant to an agreement entered into in good faith between the non-Federal entity and the employees before the services were rendered, or pursuant to an established plan followed by the non-Federal entity so consistently as to imply, in effect, an agreement to make such payment

**The end of the FY and there will be remaining SSVF funding. Instead of returning those funds bonuses are given to each SSVF employee. Other non-SSVF agency employees do not receive a bonus. Is this allowable?**

– No

– Yes, employees worked very hard over the past year and deserve a bonus and if the funding is not used then it will jut go back to the Treasury

- *Nonprofit organizations.* For compensation to members of nonprofit organizations, trustees, directors, associates, officers, or the immediate families thereof, determination must be made that such compensation is reasonable for the actual personal services rendered rather than a distribution of earnings in excess of costs. This may include director's and executive committee member's fees, incentive awards, allowances for off-site pay, incentive pay, location allowances, hardship pay, and cost-of-living differentials

- HR, Board of Directors should be involved with salary determination.

- Agency Wide!

*Standards for Documentation of Personnel Expenses*

(1) Charges to Federal awards for salaries and wages must be based on records that accurately reflect the work performed. These records must:

(i) Be supported by a system of internal control which provides reasonable assurance that the charges are accurate, allowable, and properly allocated;

(ii) Be incorporated into the official records of the non-Federal entity;

(iii) Reasonably reflect the total activity for which the employee is compensated by the non-Federal entity, not exceeding 100% of compensated activities (for IHE, this per the IHE's definition of IBS);

(iv) Encompass federally-assisted and all other activities compensated by the non-Federal entity on an integrated basis, but may include the use of subsidiary records as defined in the non-Federal entity's written policy;

(v) Comply with the established accounting policies and practices of the non-Federal entity (See paragraph (h)(1)(ii) above for treatment of incidental work for IHEs.); and

(vi) [Reserved]

(vii) Support the distribution of the employee's salary or wages among specific activities or cost objectives if the employee works on more than one Federal award; a Federal award and non-Federal award; an indirect cost activity and a direct cost activity; two or more indirect activities which are allocated using different allocation bases; or an unallowable activity and a direct or indirect cost activity.

(viii) Budget estimates (i.e., estimates determined before the services are performed) alone do not qualify as support for charges to Federal awards, but may be used for interim accounting purposes, provided that:

(A) The system for establishing the estimates produces reasonable approximations of the activity actually performed;

(B) Significant changes in the corresponding work activity (as defined by the non-Federal entity's written policies) are identified and entered into the records in a timely manner. Short term (such as one or two months) fluctuation between workload categories need not be considered as long as the distribution of salaries and wages is reasonable over the longer term; and

(C) The non-Federal entity's system of internal controls includes processes to review after-the-fact interim charges made to a Federal award based on budget estimates. All necessary adjustment must be made such that the final amount charged to the Federal award is accurate, allowable, and properly allocated.

**Compensation for personal services**.

a. **Definition**. Compensation for personal services includes all compensation paid currently or accrued by the organization for services of employees rendered during the period of the award (except as otherwise provided in **subparagraph h**). It includes, but is not limited to, salaries, wages, director's and executive committee member's fees, incentive awards, fringe benefits, pension plan costs, allowances for off-site pay, incentive pay, location allowances, hardship pay, and cost of living differentials.

g. **Organization-furnished automobiles**. That portion of the cost of organization-furnished automobiles that relates to personal use by employees (including transportation to and from work) is unallowable as fringe benefit or indirect costs regardless of whether the cost is reported as taxable income to the employees. These costs are allowable as direct costs to sponsored award when necessary for the performance of the sponsored award and approved by awarding agencies.

h. **Pension plan costs**.

(1) Costs of the organization's pension plan which are incurred in accordance with the established policies of the organization are allowable, provided:

(a) Such policies meet the test of reasonableness;

(b) The methods of cost allocation are not discriminatory;

(c) The cost assigned to each fiscal year is determined in accordance with generally accepted accounting principles (GAAP), as prescribed in Accounting Principles Board Opinion No. 8 issued by the American Institute of Certified Public Accountants; and

(d) The costs assigned to a given fiscal year are funded for all plan participants within six months after the end of that year. However, increases to normal and past service pension costs caused by a delay in funding the actuarial liability beyond 30 days after each quarter of the year to which such costs are assignable are unallowable.

(2) Pension plan termination insurance premiums paid pursuant to the Employee Retirement Income Security Act (ERISA) of 1974 (Pub. L. 93-406) are allowable. Late payment charges on such premiums are unallowable.

(3) Excise taxes on accumulated funding deficiencies and other penalties imposed under ERISA are unallowable.

i. **Incentive compensation**. Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., are allowable to the extent that the overall compensation is determined to be reasonable and such costs are paid or accrued pursuant to an agreement entered into in good faith between the organization and the employees before the services were rendered, or pursuant to an established plan followed by the organization so consistently as to imply, in effect, an agreement to make such payment.

j. **Overtime, extra-pay shift, and multi-shift premiums**. See **paragraph 32**.

k. **Severance pay**. See **paragraph 49**.

- How to attract talent during the "Great Resignation"?
  - Enhance recruitment and sourcing strategies (form an Employee Referral program,
  - Build an employee-center work culture by understanding what people need
  - Offer competitive salaries and benefit packages
  - Ensure a diverse workforce and leadership

- What creates a work environment that minimizes burnout and encourages staff to practice self care?
  - Invest in good Employee Assistance Programs (EAP), adjust dress codes, encourage employees to take sick and personal days
  - Reimagine staff/team check ins (change location to a coffee shop or park area), offer the team lunch, celebrate small wins
  - Partner with local businesses to offer wellness discounts (i.e. juice bars, fitness centers, meditation programs)

- Consider staffing needs, skill level, and ongoing training and education needs!
  - LCSW supervision for MSW interns (improve retention rates post graduation)
  - Encourage staff to participate in on going skills training, for example: motivational interviewing and trauma inform care
  - Provide mentors/partners for new staff orientation

- Community Staffing – multiple grantees pool resources to specialized service

# SSVF Grantee Presentation

# VOA Honor Staff Tenure



10+ Years
5.6%

6-10 Years
20.8%

1 Year or Less
40.3%

2-5 Years
33.3%
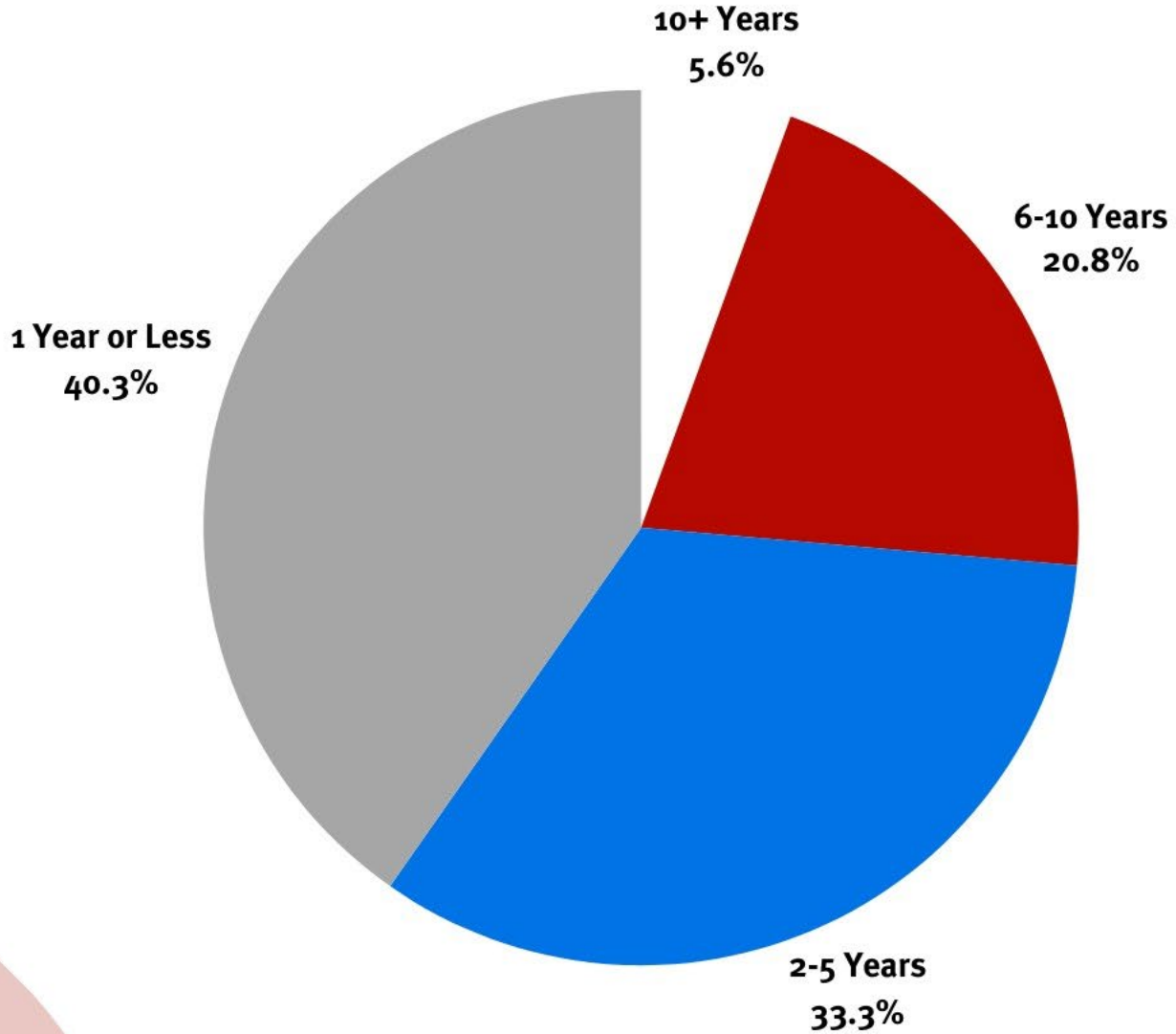
Prior to March 2020

40.8%
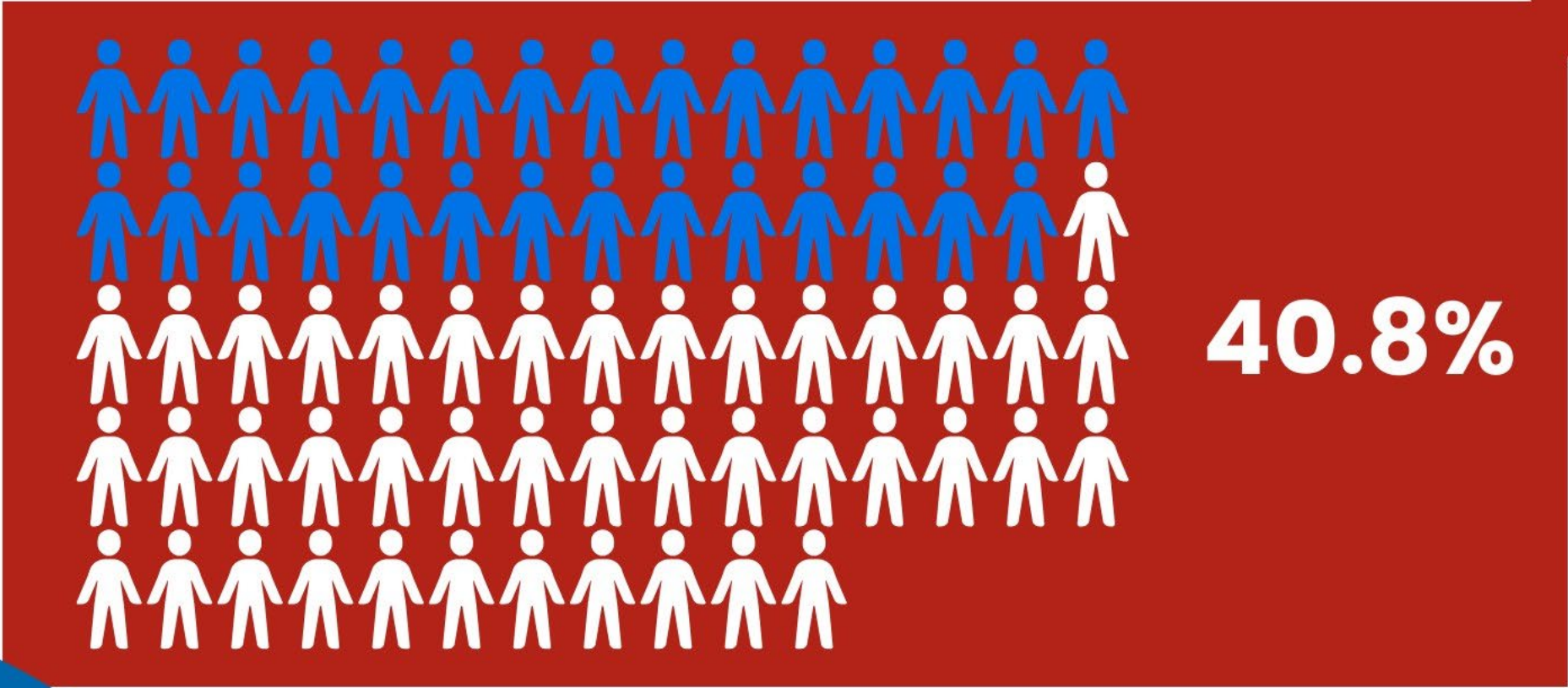
# Demographics

## Race/Ethnicity



| Race/Ethnicity | Count |
|---|---|
| White | 49 |
| Black/African-American | 15 |
| Hispanic/Latino | 4 |
| Native American/Alaskan Native | 3 |
| Asian/Pacific Islander | 1 |

## Veteran Status



Veteran 21.1%

Non-Veteran 78.9%

## Age



27 Years and Under 7%

60+ Years 12.7%

44-59 Years 33.8%

28-43 Years 46.5%
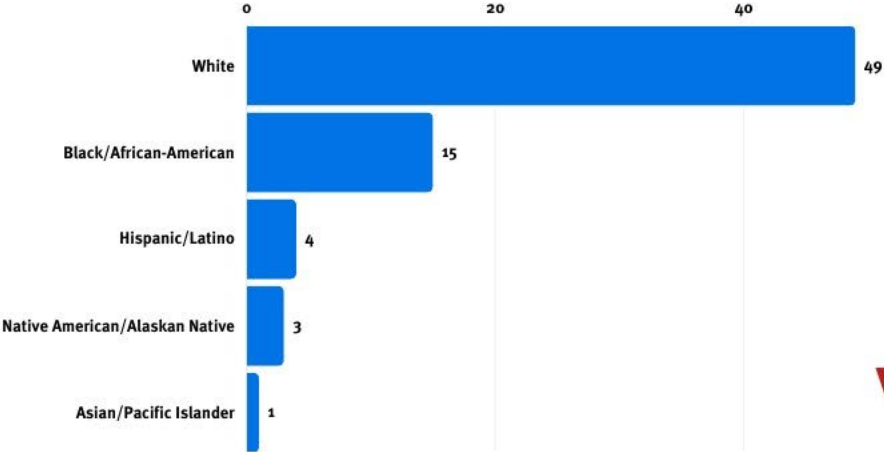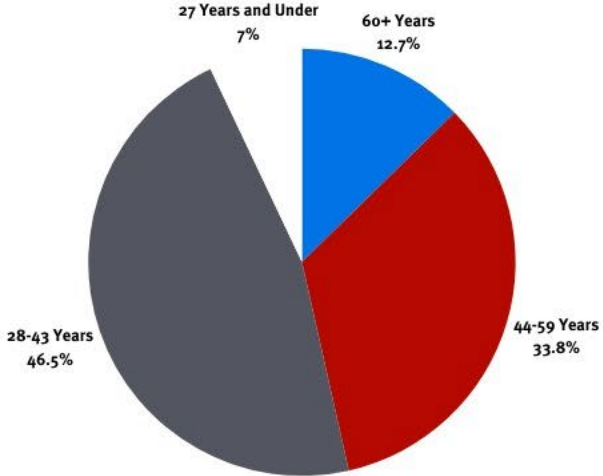
# Turnover Reasons

- Higher Salary: 27.3%
- Involuntary Termination: 24.2%
- Family: 15.2%
- Move Out of Area: 9.1%
- Medical: 12.1%
- Other: 12.1%

# Retention

## Agency:

- Weekly paychecks
- Benefits on first day of employment
- Time Off
  - Vacation/Sick accrual on Day 1 (increases on employment milestones)
  - 9 holidays; 1 floating holiday
  - 3 personal days (after first year)
- Swag, Drawings, Giveaways
- Robust Employee Assistance Program
  - 8 counseling visits per issue; entire household
  - Legal, financial, childcare
- Culture of transparency and accountability
  - Accessible Sr. Leadership team
- Professional Development (VOA Academy, VOA University, CEU training options)
- Working committees
- Workvivo
- Spirit Days



COMPASSION DIVERSITY
JUSTICE VOA UNIVERSITY COMMITMENT
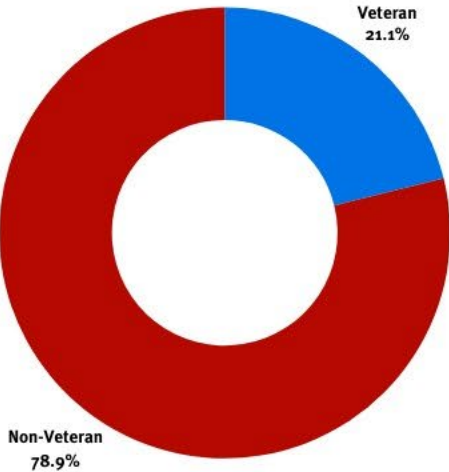INTEGRITY

**THE VOICE NEWSLETTER**
January theme: Fostering a Culture of Inclusion:
Combatting Imposter Syndrome at VOA Mid-States

**FEBRUARY OFFERINGS**
**12 STEP / GROUP THERAPY**
FRIDAY 2/16  9-4 EST

SCAN FOR INSTRUCTION ON HOW TO ENROLL ON THE LEARNING MANAGEMENT SYSTEM IN PAYCOR OR CLICK HERE

EMAIL SAMANTHAM@VOAMID.ORG WITH ANY QUESTIONS

TO DO: MAKE SURE TO ENROLL IN THE LEARNING MANAGEMENT SYSTEM (LMS) TO GET THE LOG IN DETAILS.

THESE CEUS ARE APPROVED & ACCEPTED BY THE:
- KY BOARD OF SOCIAL WORK
- LICENSE OF MARRIAGE AND FAMILY THERAPIST
- KY BOARD OF ALCOHOL AND DRUG COUNSELORS

Volunteers of America
MID-STATES

**SPIRIT WEEK!**

**Monday:** COLOR DAY — Wear a monochromatic or solid color outfit!

**Tuesday:** Three words: Wacky. Hat. Day.

**Wednesday:** Generation Day!

**Thursday:** Sports Day!

**Friday:** VOA Day! Wear your VOA Swag!

Join the fun... **January 22-26th!**

# Retention

## VOA Honor:

- Not required to be on call/work shift hours
- Flexibility
- Open communication
- Feedback
- Conferences
- Professional Development/Peer Leadership
- Employee recognition (birthdays, random recognition, holidays)

# Considerations

- Equity and Inclusion
- Values
- Changing generational workforce

# Equity & Inclusion

Brought to you by VOA's Diversity Committee

Diversity Committee

Voices for Equity

Edducation & Editorial

Event Management & Activities

Employee Relations & Recruitment

**Embracing Neurodiversity Chat n Chew Virtual Learning Event**

# Values

# Generational Diversity

## Boomers (60-78 years old)

- Raised in society with limited resources, limited jobs, limited school-generation of competitors
- Work-centric, independent, competitive
- Efficiency and efficacy in the workplace; little importance placed on work-life balance
- Work as hard as you can, then work even harder the next time

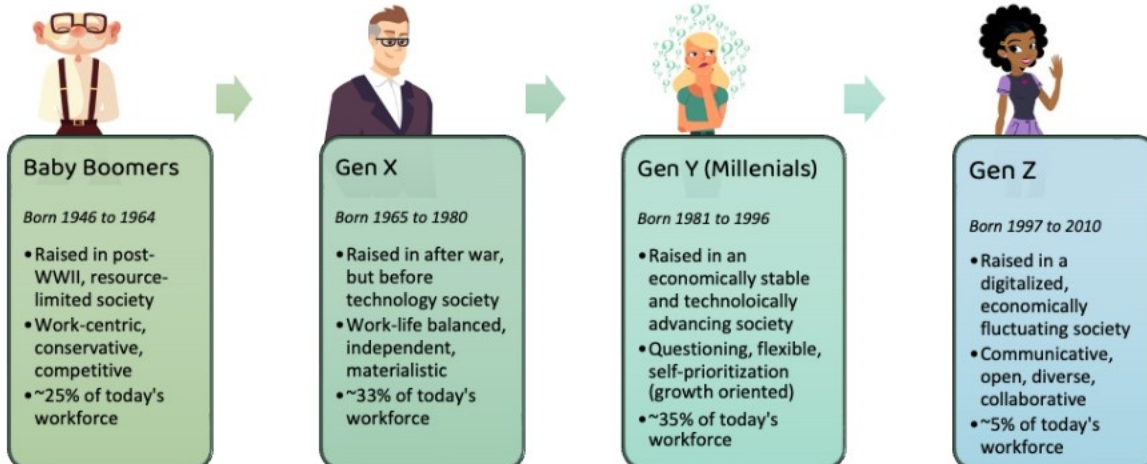## Generation X (44-59 years old)

- Raised in time characterized by early tech developments, transformative socio-political change, minimal adult supervision
- Independent, self-sufficient, flexible, informal, technological creative
- Prioritize work-life balance
- Work hard, play hard

## Millennial/Generation Y (28-43 years old)

- Most populated generation and the majority of today's workforce
- Last generation to see life before and after complete digital takeover
- 9/11 and its aftermath
- Sees the importance and benefits of work-life balance
- Empathetic, highly progressive; strive to work in environments that align with own personal values
- Diversity and inclusion, workplace flexibility, team work, professional development
- Work hard, play harder, but try to only work where you can see yourself play

## Generation Z (Under 27 years old)

- Doesn't know a time without digital technology
- Global generation (social media, internet)
- Global financial crisis and health upheavals
- Truth, identity, exploration
- Driven by hunger for underlying truths and seeks freedom from any confining labels that limits any exploration of these truths
- No problem leaving a workplace that contrast with their beliefs
- Meaningful work, diverse and inclusive culture, mental health prioritization, open and honest communication, stability and balance, professional development, collaboration, autonomy, workplace flexibility

**Baby Boomers**

*Born 1946 to 1964*

- Raised in post-WWII, resource-limited society
- Work-centric, conservative, competitive
- ~25% of today's workforce

**Gen X**

*Born 1965 to 1980*

- Raised in after war, but before technology society
- Work-life balanced, independent, materialistic
- ~33% of today's workforce

**Gen Y (Millenials)**

*Born 1981 to 1996*

- Raised in an economically stable and technoloically advancing society
- Questioning, flexible, self-prioritization (growth oriented)
- ~35% of today's workforce

**Gen Z**

*Born 1997 to 2010*

- Raised in a digitalized, economically fluctuating society
- Communicative, open, diverse, collaborative
- ~5% of today's workforce

# Thank You!

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# CATHOLIC COMMUNITY SERVICES, SSVF PROGRAM

Staff Retention Practices

# FLEXIBLE WORK SCHEDULES

- Hybrid Model- 3 days in the office/field  2 days home/field

  - Up to 3 days/quarter staff can ask to work from home.  Greater work life balance and autonomy.

    How we manage-

    - Maintain expectation that SSVF is an in person service and we work in service of the client.

    - Daily check in on teams with schedule report (WFH in the morning, meeting client for apartment walk through in afternoon)

    - HR approved policy

    - During initial Training period or performance issues in office time increases to 4-5 days/wk.

- Flexible work schedule-  Start time between 7-9; end time 3-5.  Ex:  One CM starts at 7:30 and another at 9.

  - Flex time for client and personal needs

    How we Manage-

    Everyone has a set work schedule but can adjust with approval from their supervisor-adjustments are shared with leadership team

# FLEXIBLE WORK LOCATION

- 7 offices across 10 counties

- Can work from different offices depending on client/personal needs

  How we manage-  daily teams check schedule report

- Attempt to assign home office close to where staff live

Benefits:  Decreased commute time, ability to meet clients in various locations, can increase efficiency, office space and equipment are more accessible.

# SELF CARE

- Self care time is built into work time-about 1x/month have self care afternoon

- Encourage mental health days when needed

- Boundaries set to turn off work devices outside of working hours

- Promote EAP and connection to HR when longer term time off is needed

**Leadership model these practices**

# OPPORTUNITY

- Talk about what's next- "how do you want to use this position to get to your next position?"

- Large organization with lots of opportunities and growth

- Promote and hire from within as much as possible

- Invest in skill development by providing one on one training and group training

    Writing skills     Microsoft  365

- Connect staff interests with opportunities within CCS

# TRAINING

Employee Name:
Start Date:

| Task | Completion Date | Notes |
|---|---|---|
| **Section 1: HR Onboarding** | | |
| **HR Onboarding** | | |
| **Organizational Chart** | | |
| **Equipment Pick-Up** | | |
| **Section 2: Employee Basics** | | |
| **Office Overview** | | |
| **Case Management Overview** | | |
| **SSVF CCS Program Policies and Procedures** | | |
| **ADP** | | |
| **SharePoint and SharePoint Tutorial** | | |
| **Microsoft TEAMS and Outlook** | | |
| **Weekly Meetings** | | |
| **Personal Vehicle Use (for transporting Clients)** | | |
| **Request Business Cards** | | |
| **Section 3: SSVF Trainings** | | |
| **SSVF Program Guide** | | |
| **SSVF University** | | |
| **Suicide Awareness** | | |
| **CPR and First Aid** | | |
| **Dementia Awareness** | | |
| **Fraud, Waste, and Abuse Policy** | | |
| **Tenant Law Center** | | |
| **WDVA Veterans Service Office** | | |
| **Section 4: Online Systems** | | |
| **SQUARES** | | |
| **HMIS** | | |
| **CCS HMIS** | | |
| **Coordinated Entry Assessor Privileges** | | |
| **Rentometer** | | |
| **Housing Connector** | | |
| **Northwest Furniture Bank** | | |
| **Resources and Resource Links** | | |
| **Equipment Checkout** | Date Issued | Date Returned |
| **Laptop** | | |
| **VPN Key** | | |
| **Docking Station** | | |
| **Power Cords** | | |
| **Phone** | | |
| **ID Badge/access card** | | |
| **Office Keys (if necessary)** | | |

The program and case manager will each keep a copy of this checklist for their records. Any

- Each item corresponds with description and links to training materials

- Training guide includes all SSVF Mandatory training

- Reviewed with Supervisor

# TRAINING CONTINUED

- Admin days-mandatory every Tuesday

  Benefits- time to complete paperwork and documentation and work with CM's one on one.  Decreases the vast majority of compliance performance issues

- One hour of one on one supervision every week

- Front line staff training-  Trauma Informed Care, Motivational Interviewing and De-escalation from agency experts.  *Learning non punitive communication skills

- Weekly case conferencing

# STRUCTURE

- Invested in our leadership team

- Low Manager to CM ratio

- All levels of leadership are accessible to CM's and connection is encouraged

# CULTURE

- Learning- we are all learning and re-learning
- CMs all have expertise
- Help each other out
- Encourage environment of sharing
- Listen and respond
- Explain why
- Resolve issues at lowest possible level
- In person all staff one time per month-provide food
- Strength Based

# Resources

- [9 Trends That Will Shape Work in 2023 and Beyond (hbr.org)](#)

- [Hiring Post-COVID: How to Level Up Your Recruitment Strategies for 2021 | Compt](#)

- [(5) Upskilling and Retraining Employees for a Post-COVID Workplace | LinkedIn](#)

- [Building Resilient Organizations | The Forge (forgeorganizing.org)](#)

- [Building Radically Adaptable, Collaborative, and Resilient Teams (aaronhall.com)](#)

- [Communication Channels: Definition, Types and Role | Marketing91](#)

- [How to Value Frontline Staff - National Alliance to End Homelessness](#)

- [O*NET OnLine (onetonline.org)](#)

Any questions not answered today?

Email [SSVF@va.gov](mailto:SSVF@va.gov) or contact your Regional Coordinator