

Great Wardens Project

Leadership Summit: Staff Retention

April 20, 2023

Mission

The Great Wardens Project provides mentorship and training to develop bold prison leaders and build a corrections culture based on safety and dignity.

Core Beliefs

- Wardens and Superintendents have a responsibility to promote safe, secure, and healthy corrections facilities.
- Advocates and prison leaders can work together to reimagine how corrections facilities operate and shape a new generation of committed corrections professionals.

Meet Our Task Force

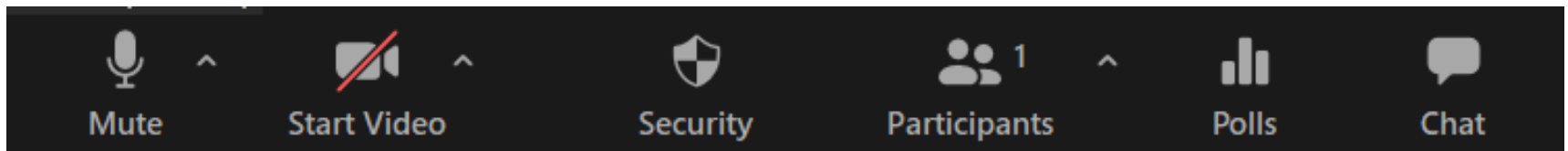


Tech Check

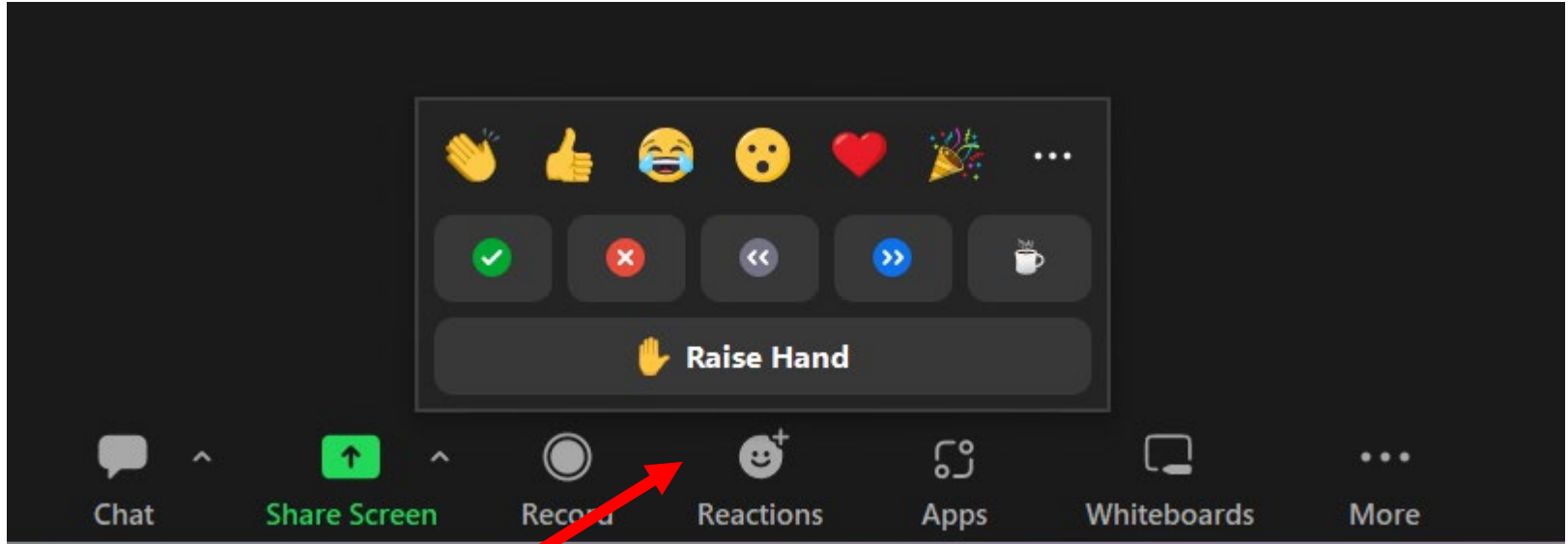
Mute

Video

Chat



Join the Conversation



Great Wardens Project

The Great Wardens Project Leadership Academy is an opportunity for corrections officials to get personalized coaching, sharpen leadership skills, and engage with their peers and experts in the field about key issues shaping the future of corrections.

Learn more about this **FREE** initiative.

greatwardens.org/leadership-academy



**Leadership Academy
applications open
May 1, 2023!**

Great Wardens Project

Why Staff *Stay* in Corrections: The Importance of a Stay Interview for Staff Retention

Jodi Glitzenstein and Jacob Sadon
Oriana House, Inc.

What is Oriana House?

Private Non-profit

Community Corrections

Behavioral Health



Who We Are

Jodi Glitzenstein

Director of Human Resources

30+ Years at Oriana House

Over 800 Employees

MPA in Public Administration

Wants to Refinish Furniture

Jacob Sadon

Staff Development Manager

15+ Years at Oriana House

Over 800 Employees

MA in Justice Studies

Does Not Want to Refinish Furniture

What is a Stay Interview

Interviewing current employees to identify:

- ✓ What they like
- ✓ What they do not like
- ✓ Level of engagement at work
- ✓ Likelihood of resigning within a time frame
- ✓ Specific changes or improvements they want to see
- ✓ Overall job satisfaction
- ✓ Overall satisfaction with the Agency

Purpose

- Reduce turnover
- Increase satisfaction among employees
- Show the company is taking an active role in improving employee work experience
- Provide employees opportunity for input



Types and Methods of Delivery

Need to develop a survey employees will actually respond to honestly

- Anonymous vs. Named
- Electronic vs. Written vs. Face to Face
- Length
- Time Needed
- Ease of Completion
- Impression

Who to Survey

- Everyone in the Agency
- Targeted Sample (e.g., specific department, certain job titles, etc.)
- Random Sample



When to Survey

- Need to be strategic
- Need to offer a large enough time window
- We offered 90 days (probably too long)



Stay Data is Overlooked!

- HEAVY Focus on Recruitment
- Retention Often Ignored



Why Focus on Retention?

- Cheaper to keep existing employees
- Keep the talent you have *and* improve it
- Don't have to start over every couple months
- Job market is a competition



Evidence-based Questions


- Understand the Research
- Short Answer vs. Rating vs. Multiple Choice
- Examples of What NOT To Do



Short Answer Example

* 33. If you could change one thing about your job, what would that be?

Rating Example

* 6. Why did you come to work at Oriana House, Inc.? (Rank from 1 for the most important reason to 5 for the least important reason).  0



For the money



To gain experience / to get training in the field



To make it a career / to retire here



For the benefits package (e.g., medical insurance, paid time off, tuition reimbursement, etc.)



The mission/the work Oriana House does is meaningful to me

Multiple Choice Example

* 16. I trust the senior leaders at the Agency to make the best decisions for employees.  0

Strongly Disagree

Disagree

Agree

Strongly Agree

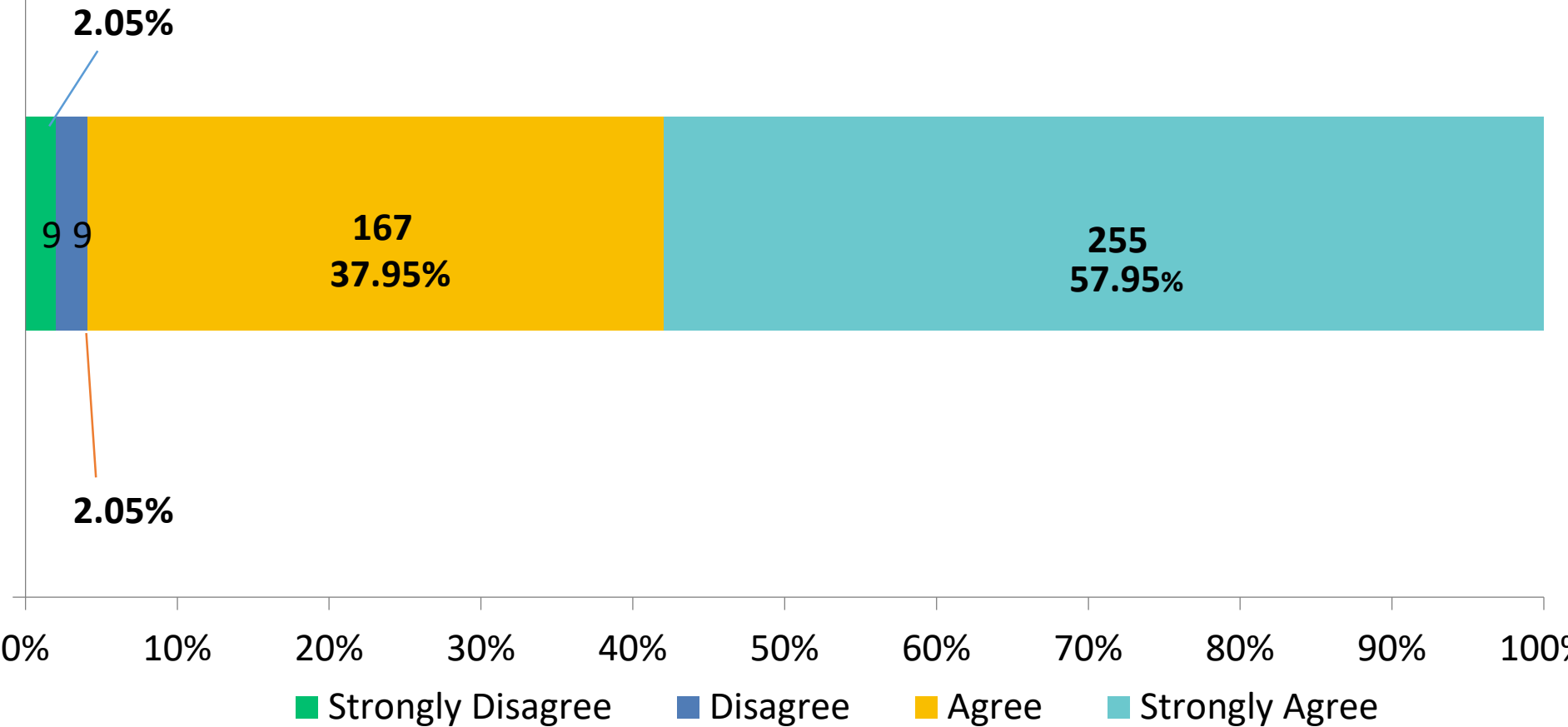


Interpreting Results

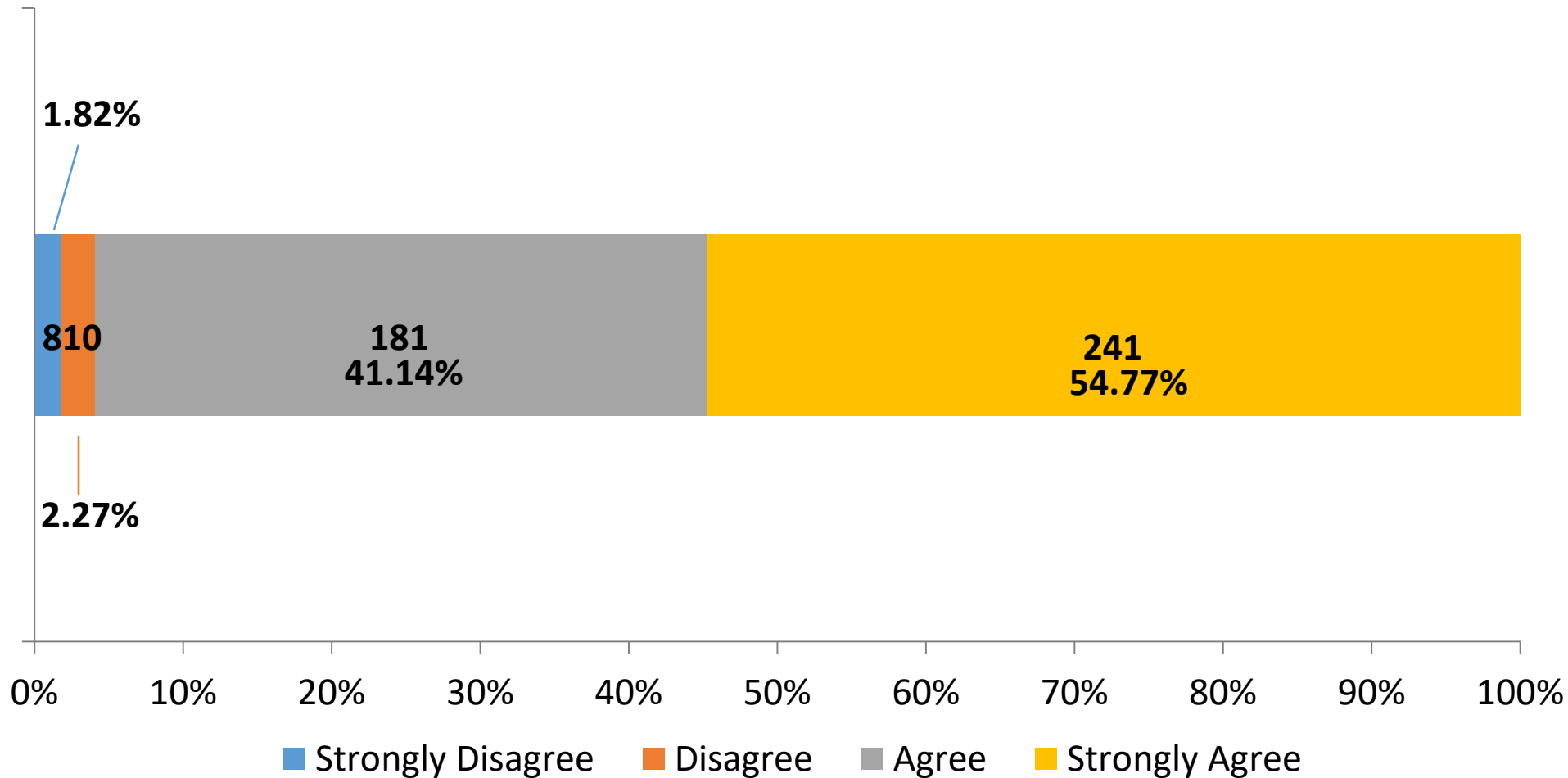
- Be Open!
- Objectivity
 - ✓ Don't become defensive
- Diverse Group of Interpreters
 - ✓ Not just the top few people



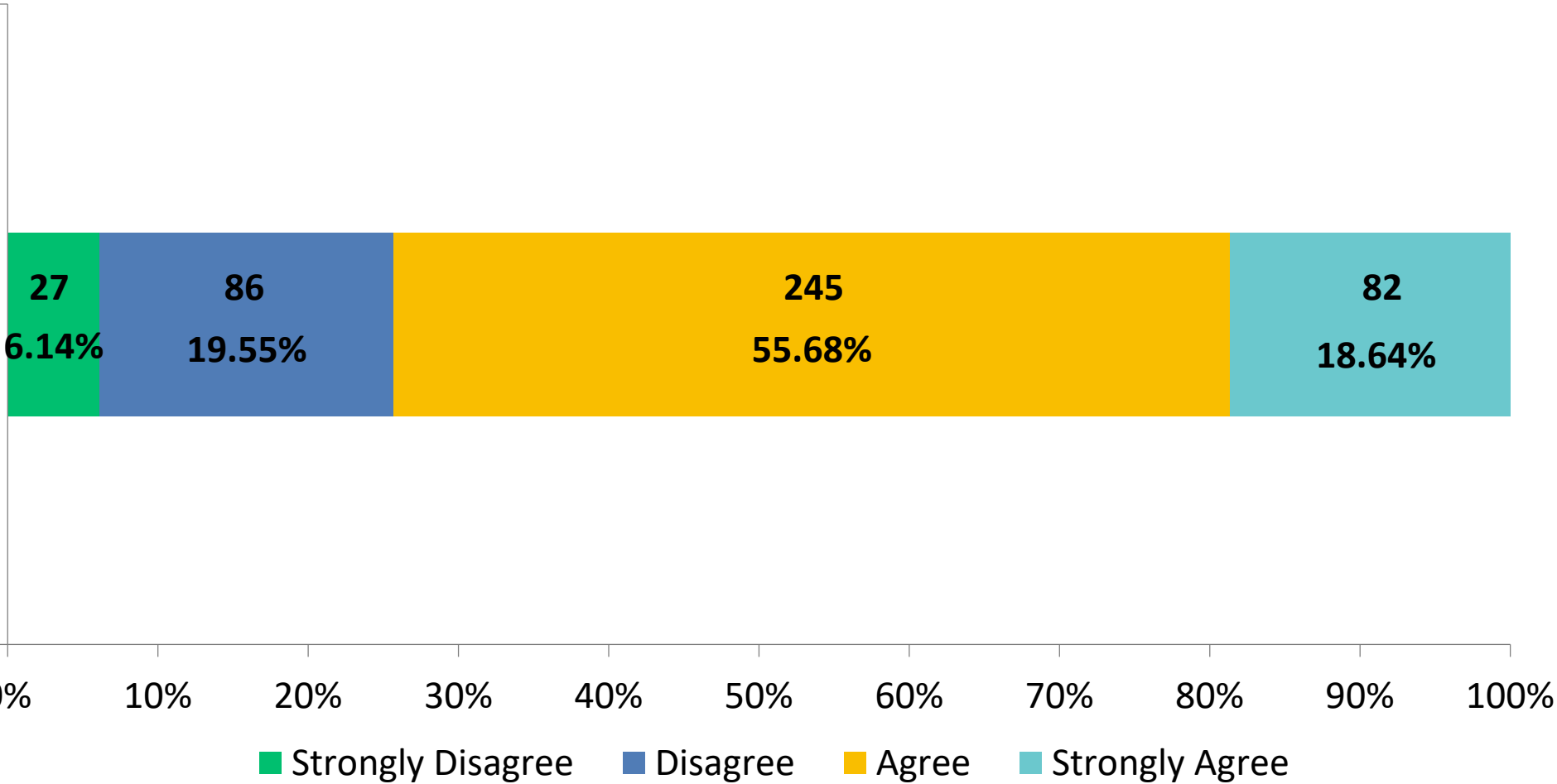
Q8: I feel committed to the Agency's mission statement.



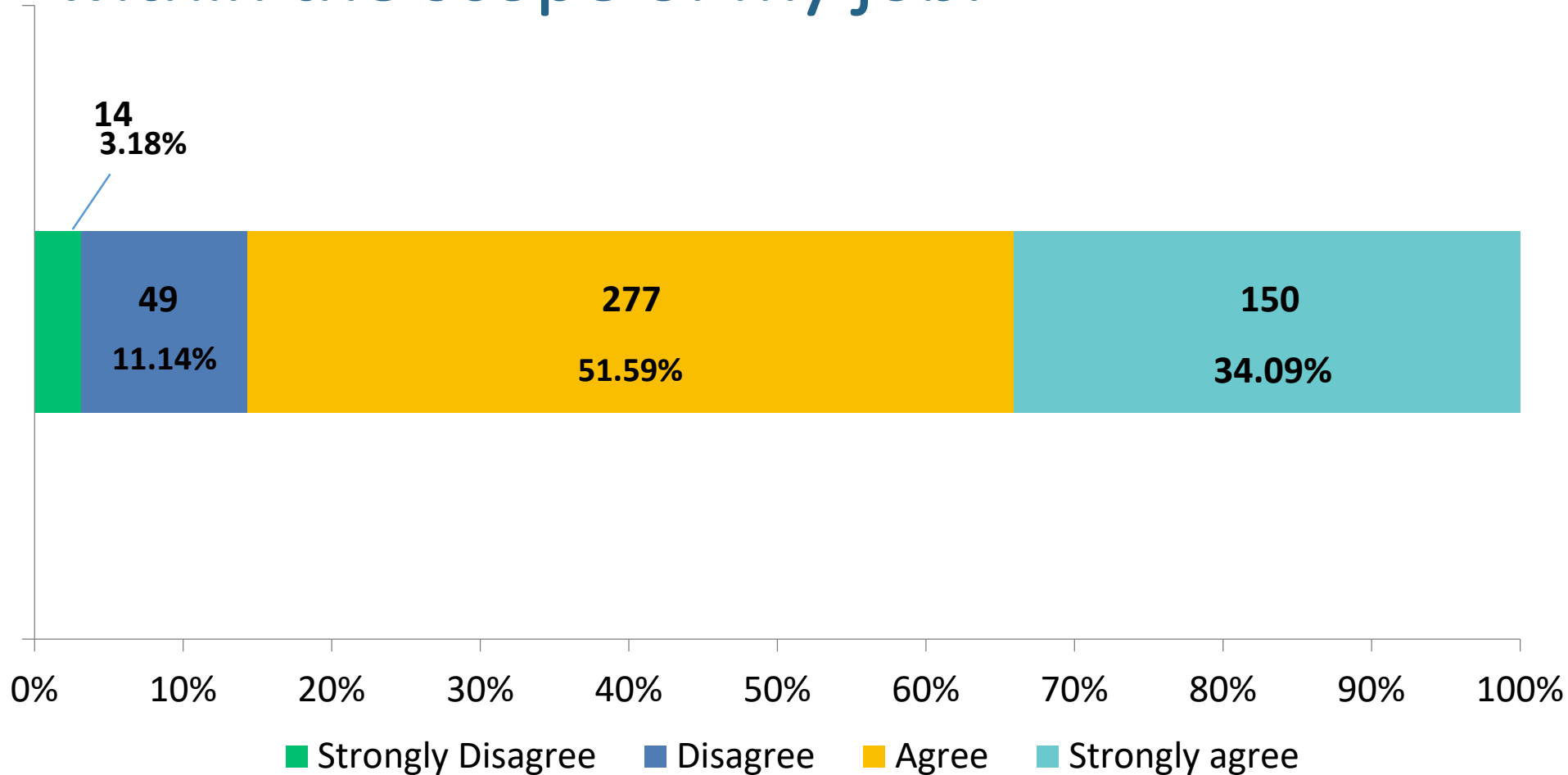
Q9: I have a good working relationship with my coworkers.



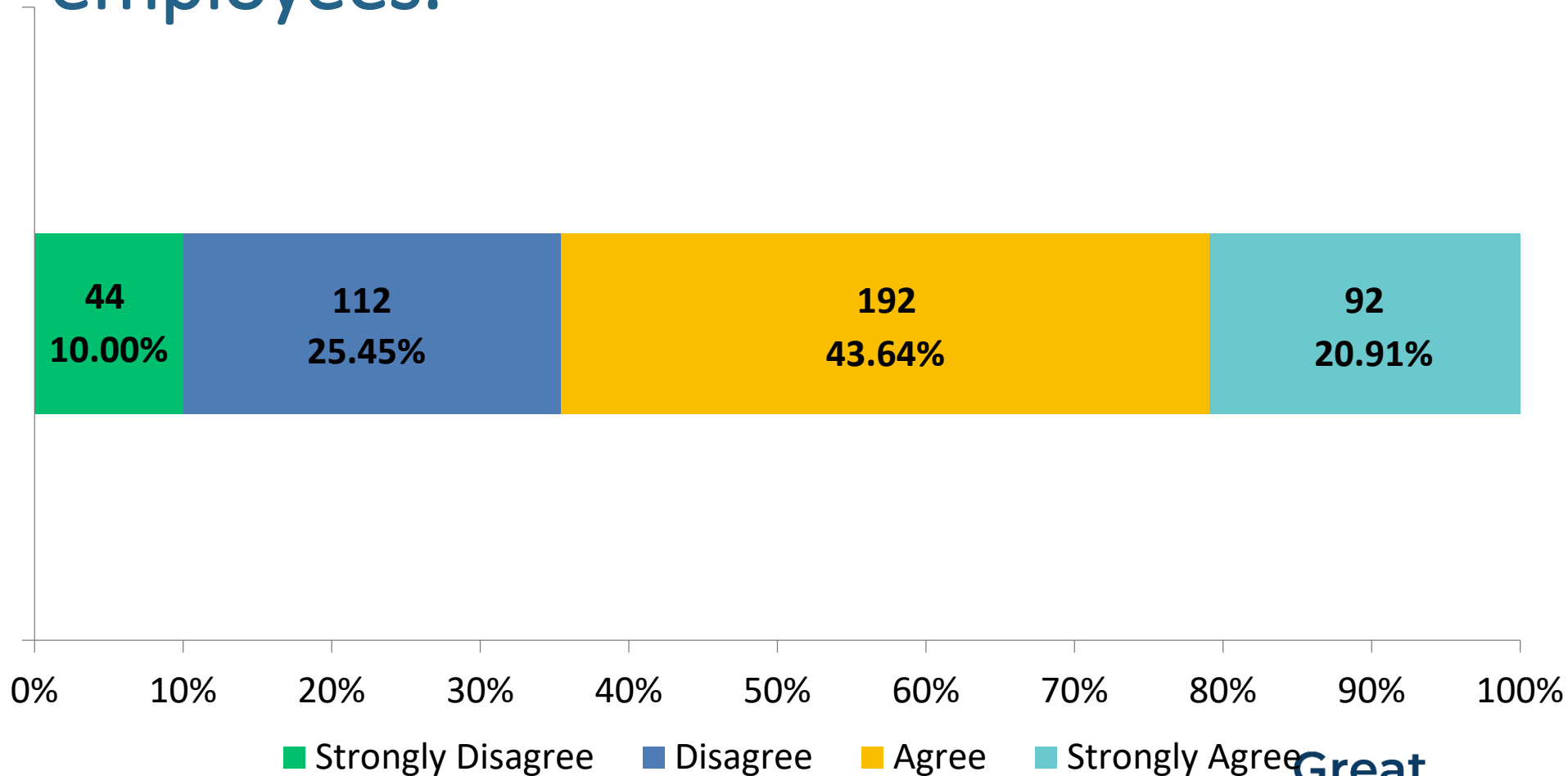
Q10: I look forward to coming to work every day.



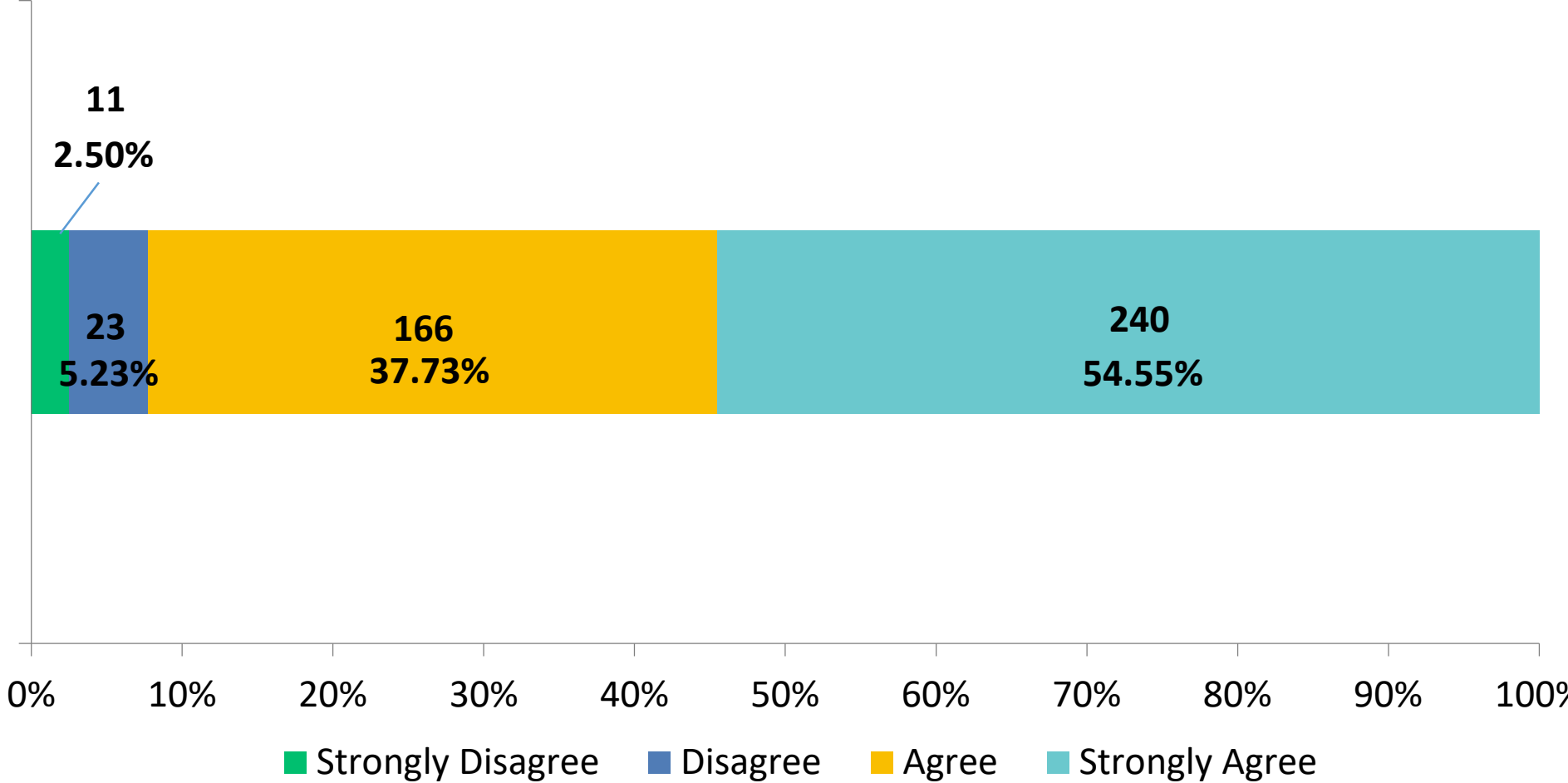
Q15: I feel empowered to make decisions within the scope of my job.



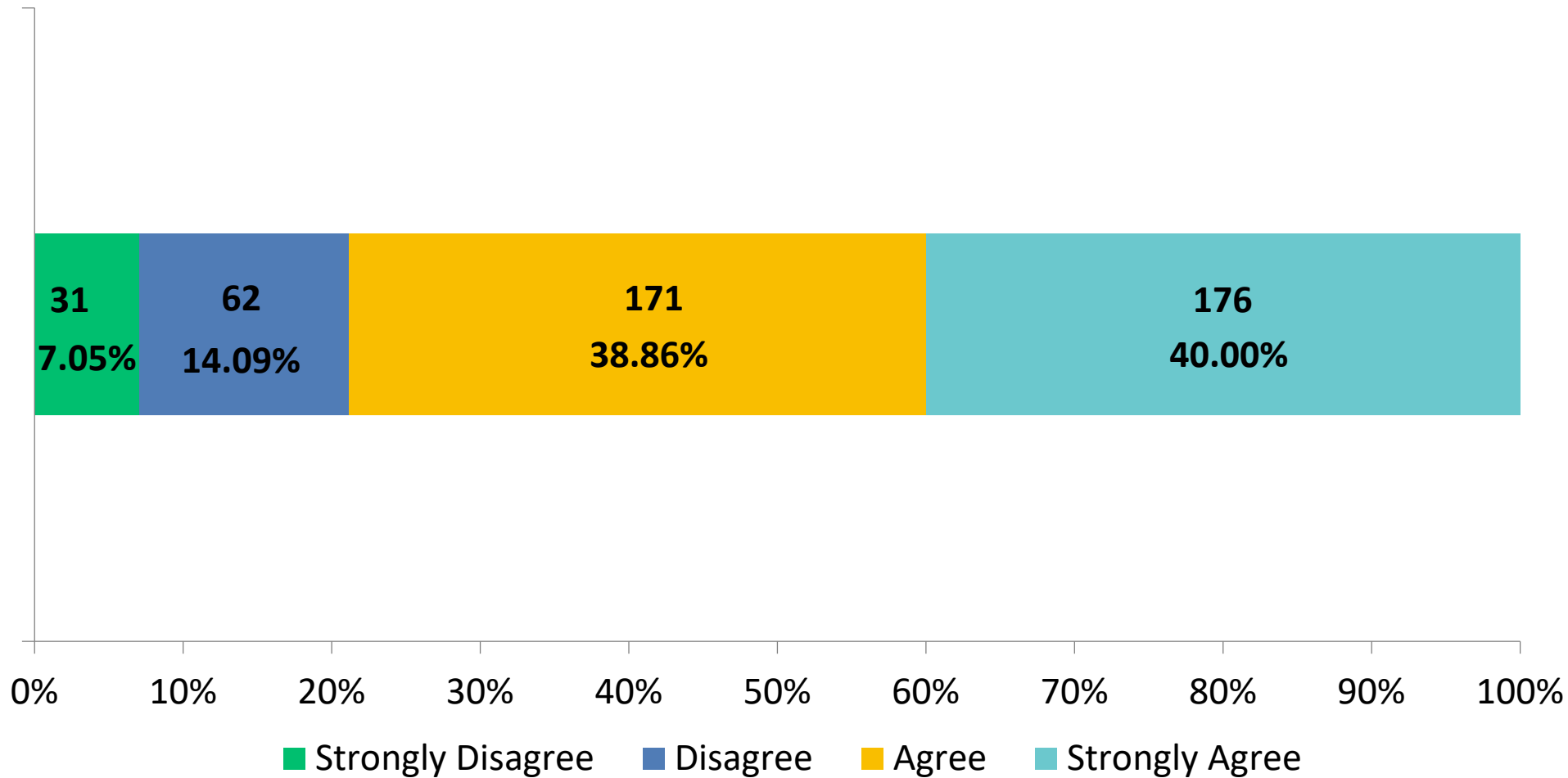
Q16: I trust the senior leaders at the Agency to make the best decisions for employees.



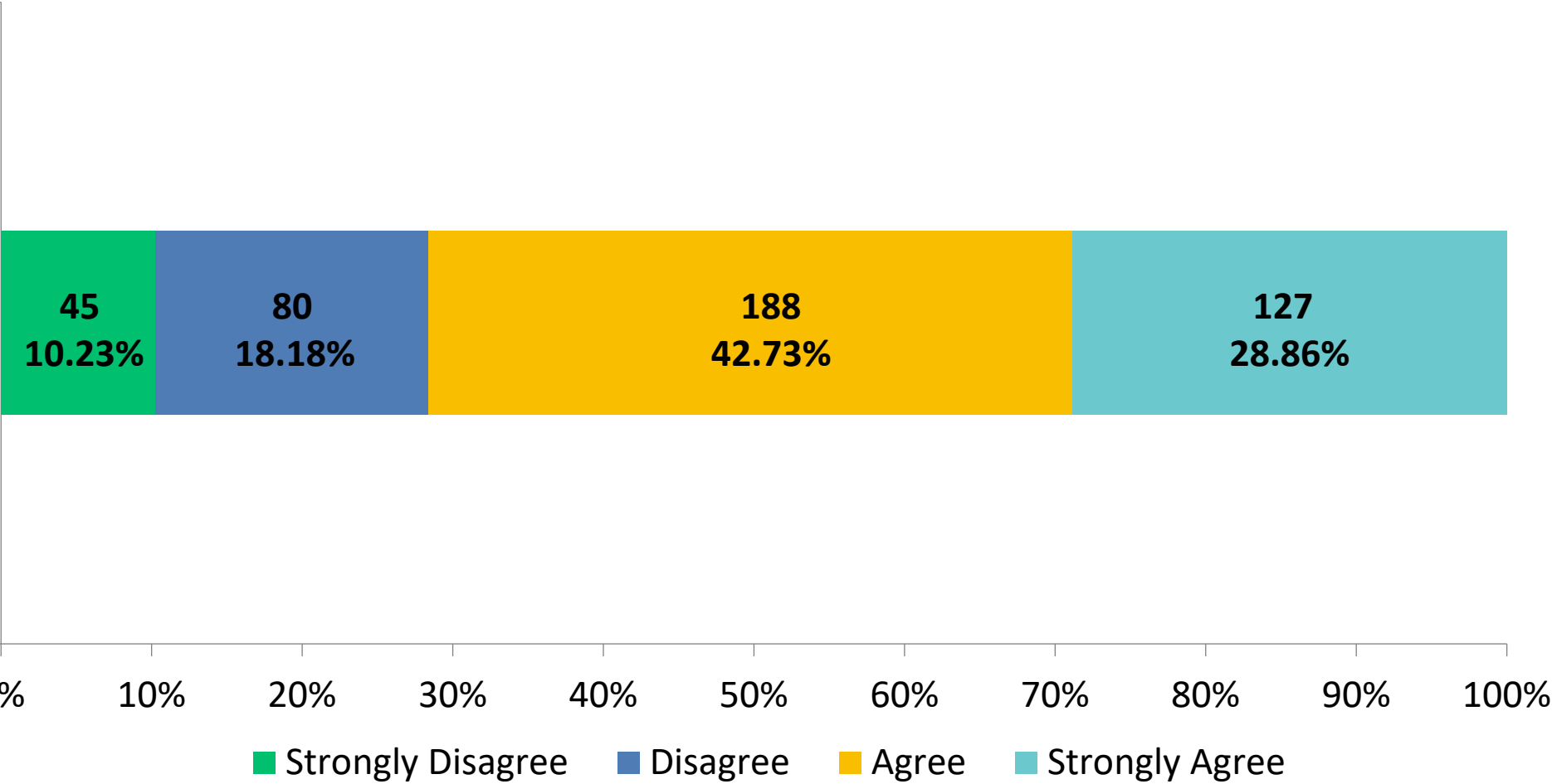
Q17: I have a good working relationship with my immediate supervisor.



Q20: I see myself working for Oriana House, Inc., for at least the next two years.



Q21: I would recommend Oriana House to a friend or family member as a place to work.



Qs: 24 – 27 Rating Your Supervisor

• Answered: 437 Skipped: 38

Category	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Delivering positive feedback	12.36% (54)	30.43% (133)	24.03% (105)	33.18% (105)
Evaluating my job performance	9.38% (41)	36.61% (160)	23.57% (103)	30.43% (133)
Delegating work fairly among team members	15.10% (66)	35.47% (155)	21.74% (95)	27.69% (121)
Creating effective work schedules	9.61% (42)	31.58% (138)	25.86% (113)	32.95% (144)

Qs: 28 – 31 Rating Your Supervisor

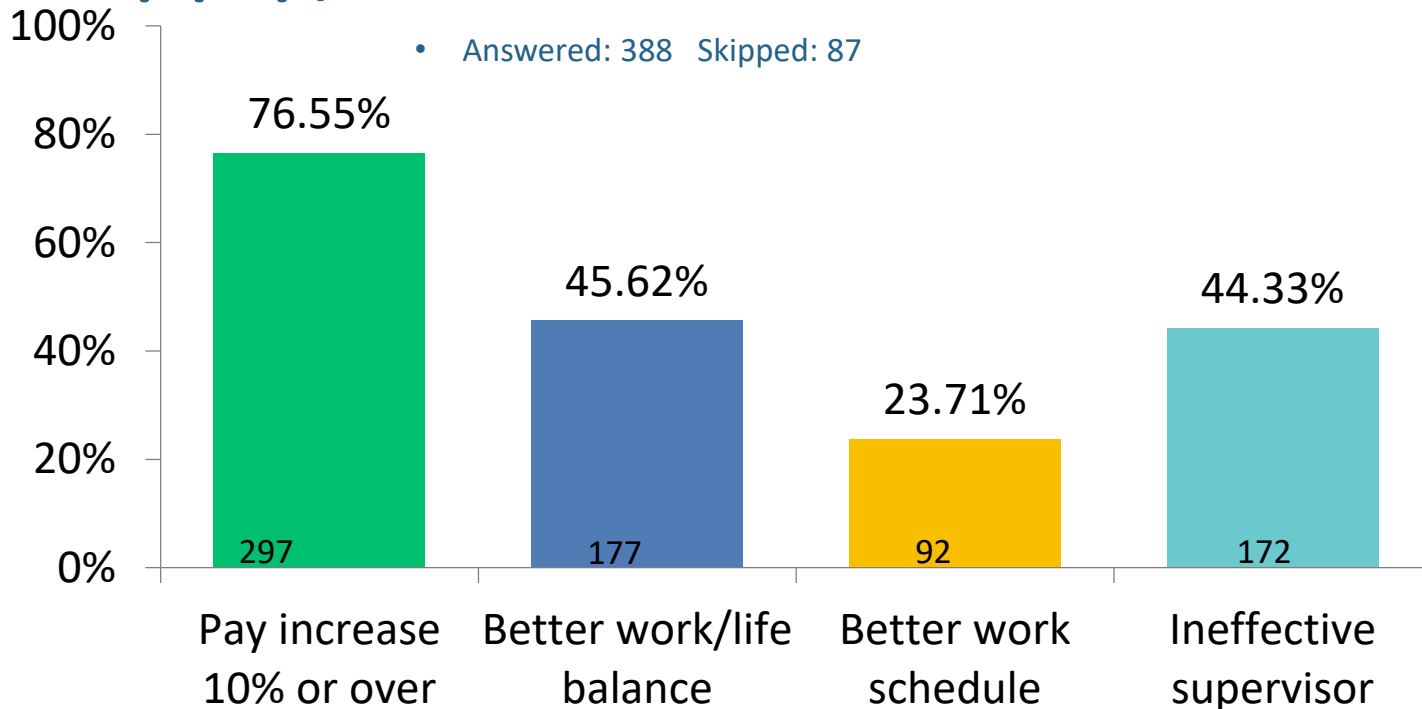
• Answered: 437 Skipped: 38

Category	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Disseminating information	14.42% (63)	32.04% (140)	26.77% (117)	26.77% (117)
Creating a team atmosphere	16.25% (71)	29.98% (131)	23.11% (101)	30.66% (134)
Having an “open door” policy	8.24% (36)	24.49% (107)	24.17% (108)	42.56% (186)
Delivering negative feedback	11.44% (50)	39.82% (174)	24.71% 108	24.03% 105

If you could change one thing about your job...

Change	Count
Pay (ability for supervisors to get OT when facilities are short staffed, COLAs, & annual raises)	112
No answer, nothing, I don't know, not sure	34
Communication/feedback, between in house tx & probation, RS message board	25
Staffing (more males, more clinicians, more licensed clinicians)	24
Schedule (schedule flexibility, working from home, steady schedule)	20
Workload (too high, CQI expectations, unrealistic, less meetings, better work-life balance)	20
Clients (activities, more punishment, more resources, more empathy & compassion for)	16
Management (listen to suggestions, chose based on skills, need more trust, value ees for work)	12
Coworker relations (introduce everyone at facility, want to feel part of team)	10
Employee retention (RSs, long-term ees)	10

Q34: What would tempt you to leave the Agency? (select all that apply)



Communicating Results to Employees

- In Writing
- Verbally
- Opportunity for Questions
- Leadership and All Staff





Applying Results


- Heightened focus on mission
 - Emphasis and communication
- Supervisor self-awareness
- Heavy emphasis on leadership development
 - Supervisor boosters
- Formal follow-ups with new hires

Applying Results

- Exit evaluations
 - Full circle
- Employee comfort
- Recruitment and Retention Committee



Swing and a Miss...

* 32. Describe your work environment with three words.  0

Describe Your Work Environment with Three Words

- It is good
- On the fly
- It's a challenge
- Challenging yet satisfying
- Above and beyond
- Very nice people
- Peaceful for me
- Lack of Structure
- It depends on who else is working
- We are a team
- Combustion of mayhem

Conclusion and Questions

Thank you for attending and participating!

Jodi Glitzenstein: 330-535-8116 x2035

Jacob Sadon: 330-535-8116 x2801

References

- Oriana House, Inc., 2022 Employee Stay Interview
- Five Ways to Help Retention (right now), Culture Amp, February 2022
- How to Increase Talent Retention with Mentoring, Chronus Whitepaper, March 2022
- Managing for Employee Retention, The Society for Human Resources Management, 2021
- Stay Interviews Can Be an Antidote to Exit Interviews, Paul Bergeron, February 23, 2022
- The Best Bosses Say These 9 Things, Kevin Sheridan, August 19, 2019

Get Involved

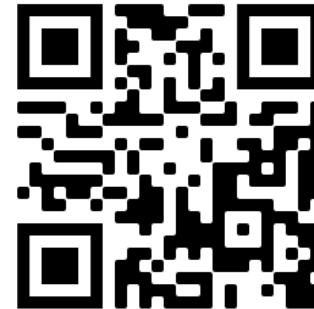
For additional information, please visit our website at:
greatwardens.org

Direct questions to: greatwardens@justdetention.org

Connect with JDI:

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A short evaluation survey will automatically appear after this meeting!