




Human Resources Professional Interest Section Meeting

November 10, 2022

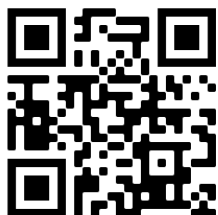
- Welcome
 - Upcoming Events
 - Employee Retention Efforts – Pathfinder Services, Inc.
 - Employee Retention Panel Discussion
 - INARF Salary Survey FY2023
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Professional Interest Section Meetings / Professional Development:

- November 17 - Child & Family Services (10 AM-Noon)
- December 1 – INARF and The Arc of Indiana: Critical Issues Forum (10 AM-3 PM)

Upcoming Member Forum and Board of Directors Meetings:

- November 18 - Board of Directors Meeting / No Member Forum
- December 16 - Member Forum / Board of Directors Meeting



Registration opens 3 weeks in advance. To register for open events, scan the QR code or go to <https://web.inarf.org/events>

Alicia M. Boyd, CPA
Professional Corporation

CPAs / ADVISORS
 **blue**

 **Bradley** Associates
Healthcare Advisors and CPAs

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 **TEREBINTH**



Employee Retention Program

*Danielle Tips, CEO/President
Pathfinder Services, Inc.*

Pathfinder Services



find **your** path



Who We Are

Our Vision

A community in which all people are valued and accepted and have control over their own destinies.

Our Mission

To strengthen communities by enabling people with disabilities or economic challenges to achieve autonomy, inclusion, and stability.

Established 1966

We support people through education, training, community integration, housing, homeownership programs, and employment services. Our goal is for everyone we serve to feel a state of well-being grounded in a philosophy of self-reliance and integration into the communities in which they choose to live.



Service Impact Area

- Amramp
- HomeOwnership Center
- Disability Services
- Early Childhood Education
- Financial Opportunity Center
- Huntington Arts &
- Entrepreneurial Center

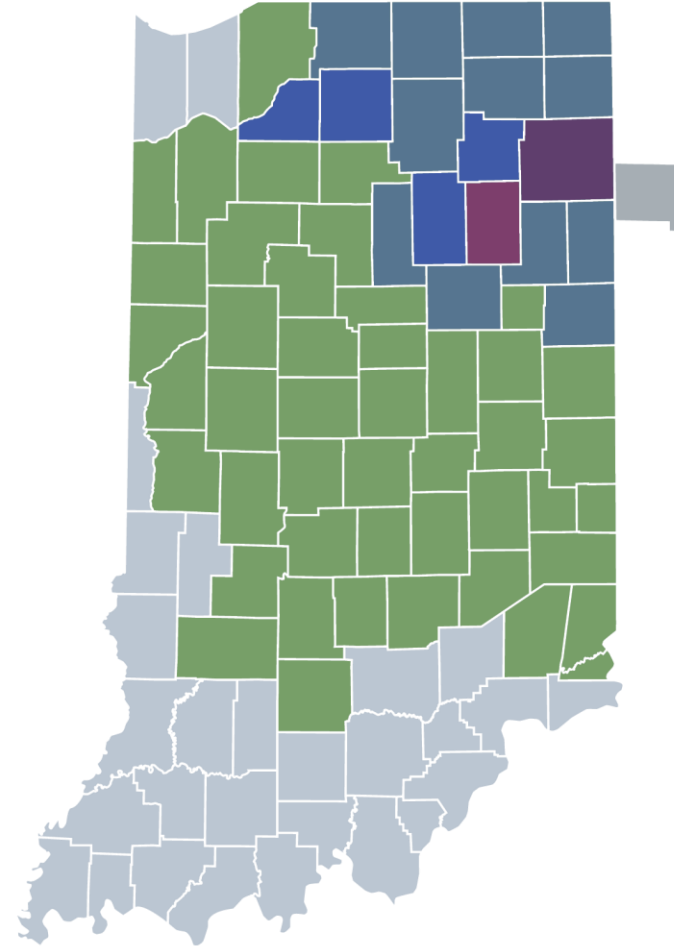
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- HomeOwnership Center
Van Wert, OH
- Commercial Operations
Huntington, Allen, Whitley



1. WHAT?

Quality Staffing

Recruitment • Training • Retention



2. HOW?

Training

Leadership is a skill





Investing in Training

and development of Administrative and Leadership staff

Key points of impact

- Lack of support for supervisor development prevents individual teams from performing to their best ability
- Emotional Intelligence
- Ownership and pride in the contribution to the mission impact
- Utilizing everyone to their full potential (Growth being one of our Core Values)
- Supervisor Bootcamp
- Adding Cove Values to Performance reviews
- Tying Performance Reviews to Annual Bonus

Why does it matter?

- **57%** of employees who walk out the door do so precisely because of bad management. Another **32%** have “seriously considered” leaving their job because of their boss. Impacting **89%** of employees total
- **60%** of Frontline Leaders never had leadership training.
 - “The Frontline Leader Project” Development Dimensions International, Inc.

89% Employees Impacted





Quality is

Person-Centered

We reimagined staff experience to
improve support and services.



3. HOW?

Retention

Understanding and Embracing
Employee Experience



Employee Experience Specialist



Defines, shapes, drives, and delivers the employee experience strategy across Pathfinder Services.

With a specific focus on improving employee engagement and satisfaction. They work towards building a more unified, collaborative, and Person-Centered working environment.

Partnering with management at all levels to improve work relationships, build morale, and increase productivity and retention. Foster an environment that deeply understands and supports Pathfinder Services Vision, Mission, and Service Values.

Why does it matter?

The key experiences for employees are the ones we want to measure and monitor

The Goals:

- Correct bottlenecks and redundancies as to streamline and refine processes
- Address unknown issues
- Measure the impact of how the employee experience at these 'moments that matter' correlates with absence, productivity, engagement, and the intention to leave the organization
- See where the journey breaks down for employees with an early or unexpected departure





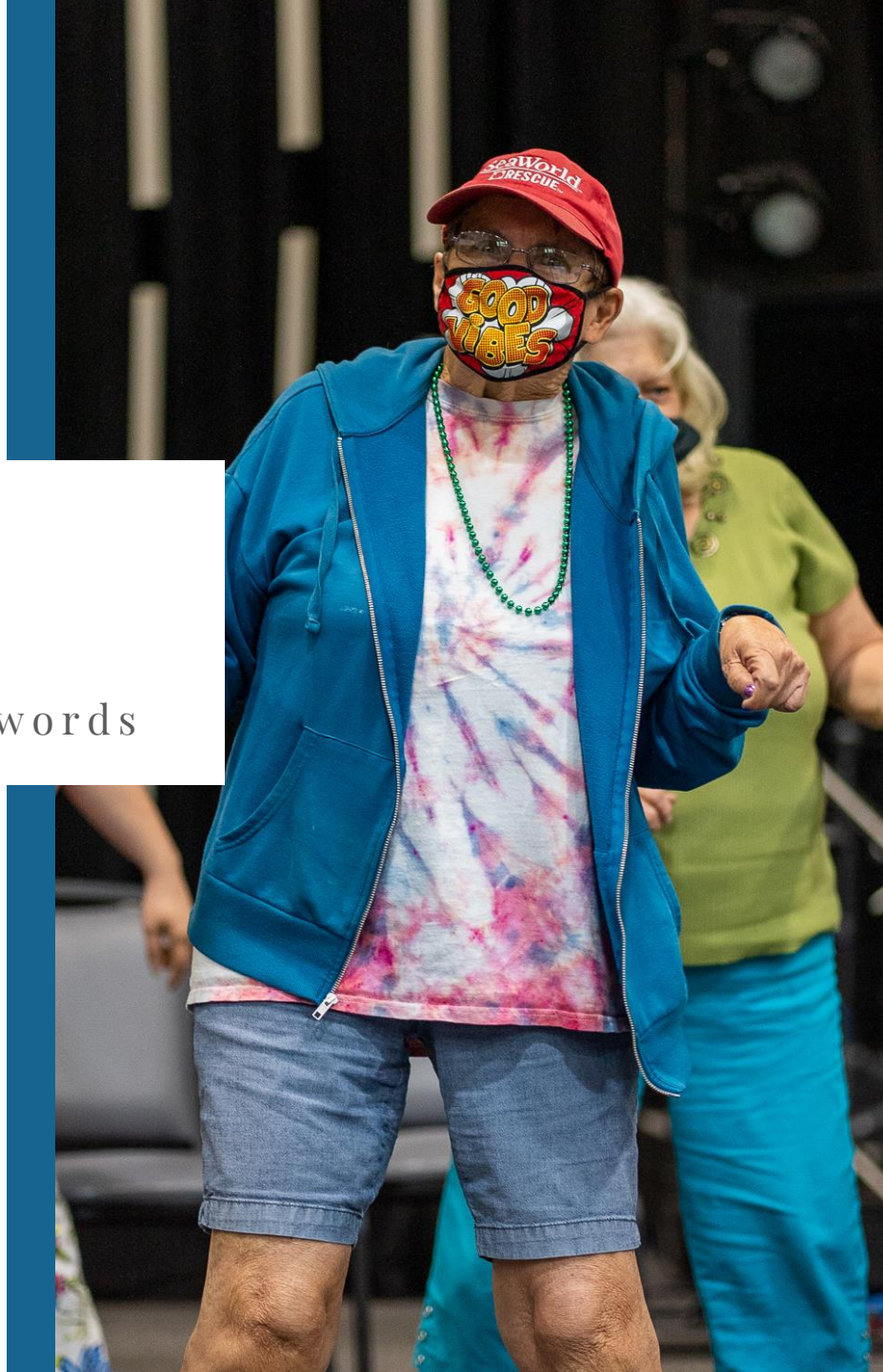
Employee Journey Mapping

- Separate employees into individual profiles
- Establish the journey for each profile
- Gain feedback and insights into the employee journey
- Combine the employee journey with an engagement survey

4. HOW?

Culture

Actions speak louder than words



Cultural Change

- Townhall Meetings & Recap Questions brought up, Topics addressed, or plans to address them.
- Supervisor toolkit. Help supervisors to recognize employees
- GEM (Go the Extra Mile) Award (27 nominations first time)
- Mental health focus
- Changing the Annual Dinner to an Annual Celebration with a focus on Employee Recognition
- Honestly Responding to Job Board Reviews
- Person-Centered Training
- Wellness initiatives
- Fun employee engagement activities





Results Application And Future Impact

- Cultural Shift
- Increase Work/Life Balance
- Employee Engagement
- Thriving
- Leadership invested in their team's success on a personal level
- Increase wages through efficiency
- Create Employee Advocates and Recruitment Ambassadors



Thank You





Employee Retention Panel Discussion

Anne Marie Negri-Budzinski

Bonnie Woertz

David Dreith

Emily Keen

Kristy Hayes

Latasha Lesure

Pam Verbarg

Dungarvin

RBR Alliance

Easterseals Crossroads

Easterseals Crossroads

Village of Merici

AID of Indiana

The Arc of Greater Boone County



INARF Salary Survey Preview

Barb Young, Vice President/CFO, INARF

Mindy Duddy, Accounting Coordinator, INARF



INARF FY 2023 Salary Survey

Barb Young, Vice President/CFO

Mindy Duddy, Accounting Coordinator

- INARF conducts membership surveys of salary and compensation offered for many staff positions every two years
- August: Staff Survey sent to CEOs + HR leaders; CEO Survey sent to CEOs
- By October: surveys were submitted by 51 member organizations = 77% of membership = valid results
- Results available on INARF website by Mon. 11/14

INARF FY 2023 Salary & Compensation Report for CEOs

CEO Survey Results on INARF Website Restricted to CEO Only Access

	Consolidated Industry Data Statewide Average	\$0 - \$4,500,000	\$4.5 - \$9,000,000	\$9.0 - \$15,000,000	\$15.0 - \$25,000,000	\$25.0 - Above
Company Data						
Annual Budget						
Salary Data						
Salary						
Salary Range (Low/High)						
Previous Year Salary						
Previous Year Compensation (Salary + Bonus)						
Previous Year Bonus						
Experience						
CEO - Present Company						
CEO - Prior Company						
Senior Management Experience						
Benefit Information						
(% of Respondents)						
Deferred Compensation						
Avg. Deferred Compensation						
Car Allowance / Car Provided						
Employment Contract in Place						
Retirement (% of salary)						
Number of Survey Respondents						

INARF FY 2023 Salary Survey

Staff Survey Results (74 positions)

Administrative / Management

1. COO/Senior Vice Pres./Asst. Exec. Director
2. Development Director
- IT Services Director
4. IT Support Specialist
5. Business Development/Bus. Oper. Director
6. Corp. Communications / Marketing Director
7. Quality / Compliance Director
8. Quality / Compliance Coordinator

Accounting

9. Chief Financial Officer
10. Controller
11. Accounting Manager
12. Waiver / Group Home Billing Specialist *
13. Staff Accountant
14. Accounting Clerk / Bookkeeper *

Human Resources

15. Human Resources Director
16. Human Resources Manager
17. Benefits Specialist
18. Recruiting Specialist
19. Human Resources Assistant *
20. Trainer

Clerical

21. Office Manager
22. Executive Assistant *
23. Administrative Assistant *

Other

24. Maintenance Manager
25. Custodial Crew *
26. Maintenance Crew *
27. Transportation Manager
28. Driver *

Day Services (Facility and Community)

29. Rehabilitation Services Director /
Director of Adult Client Programs
30. Adult Day Activity Supervisor
31. Day Services Instructor *

INARF FY 2023 Salary Survey

Staff Survey Results (74 positions)

Employment Services

- 32. Community Employment Services Manager / Vocational Services Director
- 33. Job Coach *
- 34. Employment Development Specialist *
- 35. Employment Consultant (Generalist) *
- 36. Industrial Director/Work Center Manager
- 37. Production Manager
- 38. Floor/Production Supervisor *
- 39. Account Executive/Marketing Specialist/ Sales Representative

Community Supports

- 40. Residential Services Director
- 41. Program Director - Group Homes
- 42. Program Coordinator - Group Homes
- 43. Residential Manager - Group Homes
- 44. Direct Support Professional - Group Homes *
- 45. Program Director - Waiver
- 46. Program Coordinator - Waiver
- 47. Team Leader/Site Supervisor - Waiver
- 48. Waiver Case Management Supervisor / Manager
- 49. Waiver Case Manager
- 50. QDDP/QIDP

Child/Family Services

- 51. Children Services Director
- 52. Pre-School Coordinator *
- 53. Teacher / Instructor Early Intervention *
- 54. Children Services - Classroom Assistant *
- 55. Physical Therapist *
- 56. Occupational Therapist *
- 57. Speech Therapist *
- 58. Developmental Therapist *
- 59. Service Coordinator
- 60. Healthy Families Supervisor / Manager
- 61. Healthy Families Support / Resource Specialist

Ancillary Services

- 62. Social Worker *
- 63. Behavioral Clinician *
- 64. Licensed Therapist *
- 65. Nursing Manager
- 66. Registered Nurse *
- 67. Licensed Practical Nurse *
- 68. Music Therapist *
- 69. Recreational Therapist *
- 70. Clinical Director - ABA Services
- 71. Board Certified Behavior Analyst (BCBA)
- 72. ABA Program Manager / Coordinator
- 73. ABA Therapist *
- 74. Behavior Technician *

Staff Survey Results:

- For 74 positions, “Statewide Wages By Position” provides:
 - Actual salary: minimum, maximum, average
 - Total number of agencies reporting that position
- For 74 positions, data by Budget Profile provides:
 - Actual salary: minimum, maximum, average
 - Average years at current agency
- Budget Profiles = \$0-4.5 million; \$4.5-9 million
\$9-15 million; \$15-25 million; \$25-up
- Staff Survey Results on INARF Website Restricted to ‘CEOs and HR Leaders Only’
Access

- Workforce Statistics, Statewide:

	FY 2023	FY 2021
-DSP Turnover	46%	51%
-Turnover: All Staff	38%	39%
-DSP Vacancy Rate	20%	23%
-DSP Stability Rate	67%	66%
-DSP Retention rate	65%	71%
-DSP Avg FTE Vacancies	46	49
-Avg FTE Vacancies: All Staff	55	51

- DSP Hourly Wage:

Waiver Services at 7/31/22:

FY 2023 Average = \$15.20

FY 2021 Average = \$11.36

Group Homes at 7/31/22:

FY 2023 Average = \$15.96

FY 2021 Average = \$11.25

- Thank you to everyone who completed the Surveys and submitted them so timely
- We hope your organization is able to use the results for strategic planning of wages and benefits for your employees
- The next survey will take place in two years
- Questions? Contact Barb Young barb@inarf.org or Mindy Duddy mindy@inarf.org



Thank you!

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(t) 317-634-4957 / (f) 317-634-3221

info@inarf.org / www.inarf.org

Your participation in the brief 2-minute survey is requested.





INARF PAC



Your contributions to the INARF PAC are a critical part of INARF's legislative advocacy efforts. They are used to support elected officials who serve as champions of the provider community. Please consider supporting the INARF PAC today.

For more information and to contribute, scan the QR code or visit: www.INARF.org/INARF-PAC

Alicia M. Boyd, CPA
Professional Corporation



CPAs / ADVISORS



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Thank you!

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