


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

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What is Oriana House?

- Private Non-profit
- Community Corrections
- Behavioral Health



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Who We Are

<ul style="list-style-type: none"> ▶ Jodi Glitzenstein ▶ Director of Human Resources ▶ 31+ Years at Oriana House ▶ Over 800 Employees ▶ MPA in Public Administration 	<ul style="list-style-type: none"> ▶ Jacob Sadon ▶ Staff Development Manager ▶ 16+ Years at Oriana House ▶ Over 800 Employees ▶ MA in Justice Studies
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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

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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

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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

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Who to Survey

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

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When to Survey

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

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Stay Data is Overlooked!

- ▶ HEAVY Focus on Recruitment
- ▶ Retention Often Ignored

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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

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Evidence-based Questions

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

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Short Answer Example

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

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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). ☺ ○

- ☰ 1 For the money
- ☰ 2 To gain experience / to get training in the field
- ☰ 3 To make it a career / to retire here
- ☰ 4 For the benefits package (e.g., medical insurance, paid time off, tuition reimbursement, etc.)
- ☰ 5 The mission/the work Oriana House does is meaningful to me

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Multiple Choice Example

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

Strongly Disagree Disagree Agree Strongly Agree

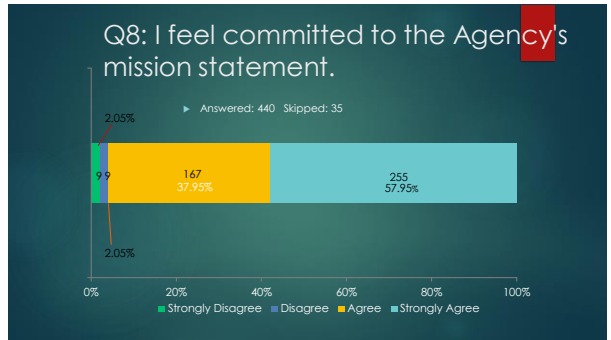
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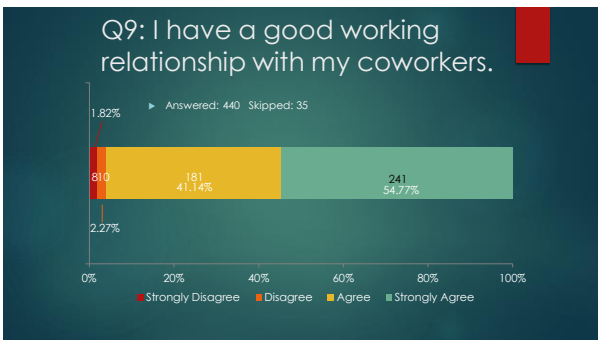
Interpreting Results

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

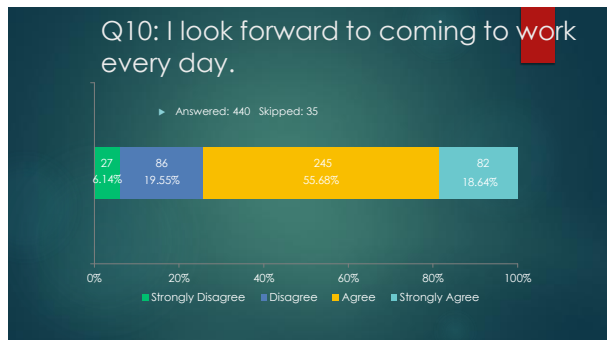
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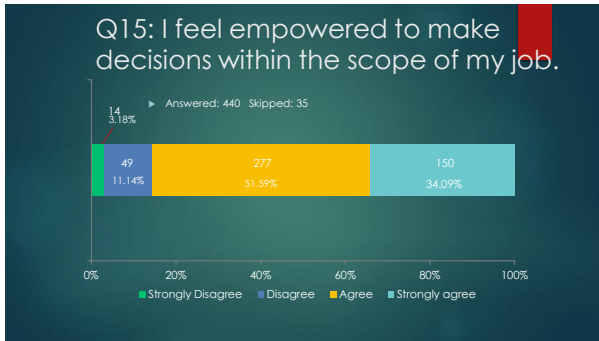
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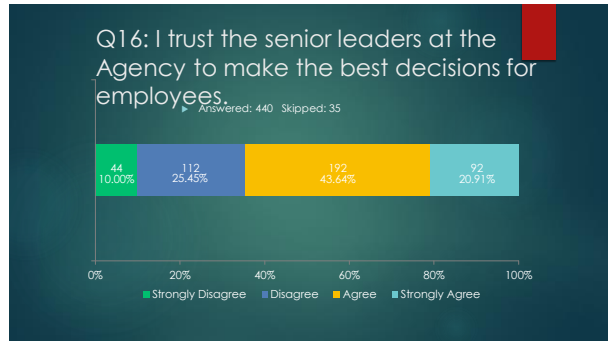
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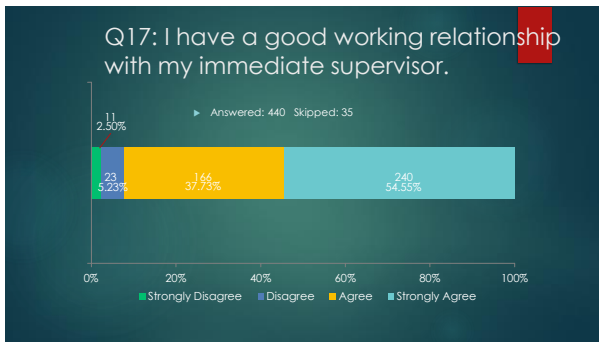
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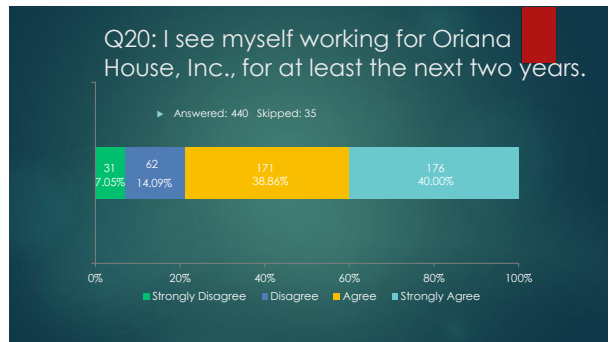
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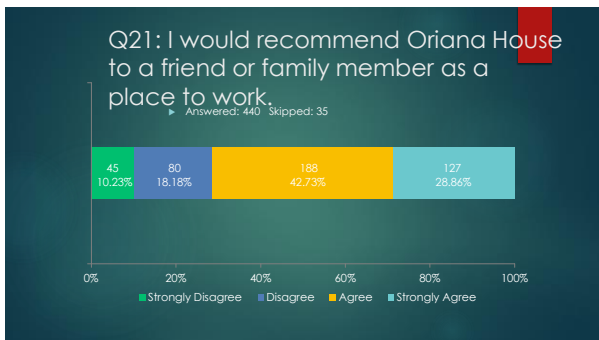
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Qs: 24 – 27 Rating Your Supervisor

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)

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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

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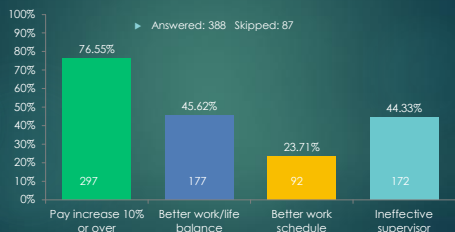
If you could change one thing about your job...

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

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

► Answered: 388 Skipped: 87



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Communicating Results to Employees

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

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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

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Applying Results

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

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Swing and a Miss...

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

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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

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Conclusion and Questions

- ▶ Thank you for attending and participating!

- ▶ Jodi Glitzenstein: 330-535-8116 x2035
- ▶ Jacob Sadon: 330-535-8116 x2801

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References

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- ▶ Five Ways to Help Retention (right now), Culture Amp, February 2022
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- ▶ Managing for Employee Retention, The Society for Human Resources Management, 2021
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- ▶ The Best Bosses Say These 9 Things, Kevin Sheridan, August 19, 2019

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