
Workforce Recruitment & Retention



Marbridge employs approximately 380 staff members. Of those employees, approximately 240 are FT, 80 are PRN, and 60 are residents.

Our Human Resources Team is comprised of a Vice President, HR Assistant, and Recruiter.

- The VP handles strategy, benefit planning, policy review/construction, employee relations, training
- The HR Assistant oversees the day-to-day administrative work, benefits enrollment, and supports the VP by assisting with projects.
- The Recruiter posts jobs, screens candidates, schedules interviews, processes potential new hires (background screening, etc.), and conducts new hire orientation.

Metrics

Marbridge DSPs



**Turnover for Previous 12 Months:
12.24%**



Average Vacancy Rate: 1.8%



Average Time to Fill: 14 Weeks



Average Tenure: 2.6 Years

National DSPs



Average Turnover: 40%



Average Vacancy Rate: 12.2%



Average Time to Fill: 10.5 Weeks



Average Tenure: Less than a Year

Recruiting; What's working?



- Sign on Bonuses
- Referral Bonuses
- Perks (free meals, on-site gym)
- Recruiter – direct point of contact
- Mission and culture
- Word of mouth
- University sponsored internships

Recruiting

Obstacles

- Competitive Pay
 - National, State, and Local living wage adjustments
 - Competitive Benefits
 - Location
 - Post-COVID WFH Surge
 - Qualified Candidates
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Recruiting

Solutions



- Housing for staff
- Transportation for staff
- Where are you looking for candidates?
- Childcare assistance
- Onsite employee clinic
- Internal Mobility, Growth, & Development
- Applicant Tracking Systems
- Professional development opportunities such as the College of Direct Support
- Highlight total compensation package
- Provide a realistic job preview

Trends

Artificial Intelligence



Employee Value Proposition

- Skills-based hiring
- Flexibility (WFH/Shift Options)
- Internal Recruiting

Retention

What's working?

Referral Bonuses

Face to Face time with C-Suite

Intentionality from managers in recognizing their employees

Employee centered culture aligned with person centered practices

Periodic across the board wage adjustments

Retention

Obstacles



Compensation



**Cost of Living
Increases**



Work Culture



**Lack of
Recognition/Appreciation**



**Lack of
Training/Support**



**Lack of
Growth/Career
Opportunities**



**Poor
Leadership/Management**



Stress/Burnout

Retention

Solutions

- Employee Survey
- Asking the right interview questions
- Shadowing/Job preview
- Recognition
- Onboarding follow up (30, 60, 90 days)
- Thorough, purposeful, and replicable onboarding and training
- Assisting in the improvement of work/life balance
- More PTO and innovative ways to use it
- Career path development/succession planning
- Tuition Reimbursement Program



RESOURCES

- American Network of Community Options and Resources (ANCOR): [Home | ANCOR](#)
- National Alliance for Direct Support Professionals (NADSP): [Home – NADSP](#)
- College of Direct Support: [College of Direct Support | Training | DirectCourse](#)
- University of Minnesota Institute on Community Integration: [Home | Institute on Community Integration](#)
- U.S. Department of Labor Office of Disability Employment Policy: [Direct Support Professionals \(DSPs\) | U.S. Department of Labor](#)
- Regional Centers for Workforce Transformation: [Regional Centers for Workforce Transformation | Code of Ethics & Core Competencies for Direct Support Professionals](#)