

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
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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



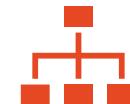
Lack of
Recognition/Appreciation



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](#)