

Staff turnover challenges many human service organizations, and responsible fatherhood and healthy marriage programs are no exception. The impact of staff turnover on organizations is twofold: 1) the loss of employees, which affects an organization’s ability to provide services and diverts limited resources to the hiring and training process, and 2) the loss of institutional knowledge and history that employees may take with them when they leave. Unfortunately, many organizations lack the sufficient transition planning to stem this loss and to ensure that “business as usual” can occur as staff turn over.

This checklist operationalizes the strategies found in the fact sheet, *Achieving Program Stability Through a Focus on Staffing*, to address the effects of staff turnover on program participants. This checklist provides a list of tasks organized by key concepts associated with staff turnover. Along with these task areas, this checklist provides resources to help organizations and their management team improve staff retention and program stability.

Task	Resources	Completed?
Develop Your Organizational Strategic Plan	<p>A strategic plan helps to document where you’ve been, where you’re going and how you’re going to get there. Check out:</p> <p>Living Into Your Strategic Plan: A Guide to Implementation That Gets Results (Source: The Bridgespan Group) <i>This guide describes the steps needed to develop and implement an effective strategic plan. It also includes strategies and tools.</i></p> <p>Strategic Planning for Nonprofits (Source: National Council of Nonprofits) <i>This webpage has a collection of the tools and resources to guide organizations in the development of their strategic plan.</i></p>	
Document Program Procedures and Policies	<p>An organization must document its procedures, policies, and improvements to provide a baseline understanding of processes, reduce ambiguity, serve as training materials, and ensure replication of program results. Check out:</p> <p>Realistic Job Previews (e.g. booklets, videos) Tables (Source: Pgs. 55–64, Research and Training Center on Community Living, University of Minnesota) <i>Realistic Job Previews (RJP) uses videos, booklets and other strategies to accurately document an organization’s processes and procedures. Tables 3.1 – 3.8 describes each approach and highlights the key considerations in selecting the appropriate RJP for your organization.</i></p> <p>Realistic Job Preview Evaluation (Source: Pg 72, Research and Training Center on Community Living, University of Minnesota) <i>This realistic job preview evaluation form allows current employees to review the RJP’s for accuracy.</i></p>	

<p>Maintain a Robust (and Backed Up) Data System</p>	<p>Data systems help organizations centralize data collection and minimize redundant data. Check out:</p> <p>A Few Good Management Tools (Source: Idealware) <i>This article provides summaries of various commonly used tools recommended by case management experts.</i></p> <p>Considerations for Selecting a Case Management System (Source: Healthy Marriage and Responsible Fatherhood) <i>This fact sheet discusses a number of factors to consider when selecting a case management system.</i></p>	
<p>Improve Employee Engagement</p>	<p>Having highly engaged staff can reduce turnover rates and stabilize program services. Check out:</p> <p>Recognition and Motivation Inventory (Source: Pg. 213, Research and Training Center on Community Living, University of Minnesota) <i>The inventory is a tool to help supervisors assess what motivates their staff and how best to recognize high performing staff.</i></p> <p>Identifying Effective Recognition Events, Activities, or Processes (Source: Pg. 214, Research and Training Center on Community Living, University of Minnesota) <i>This tool helps determine the effectiveness of an organization’s recognition activities.</i></p>	
<p>Manage Employee Burnout</p>	<p>Employee burnout is a significant challenge in the human services arena. Thus, organizations need to be intentional about developing strategies to reduce work-related stress. Check out:</p> <p>Support: Dealing with Stress in the Workplace (Source: Substance Abuse and Mental Health Service Administration) <i>This chapter in the Building Blocks for Behavioral Health Recruitment and Retention Toolkit provides resources and tools for mitigating workplace stress and burnout. Although the toolkit focuses on health sector employment, it is relevant to human service work as well.</i></p> <p>Reducing Stress and Burnout (Source: University of Pennsylvania Behavioral Health Corporate Services) <i>This resource discusses how supervisors and managers can harness workplace stress and burnout to produce positive results.</i></p>	
<p>Manage Downsizing & Dissolution*</p>	<p>Despite the surge of nonprofits, there are a few number of nonprofits that are either closing their doors or laying off employees to stay afloat. Therefore, it is important for organizations to understand and take the appropriate steps to reduce any liability during this transition.</p> <p>Laying Off Workers...Sort of (Source: U.S. Small Business Administration) <i>This blog post provides an overview, and the benefits and drawbacks of the Work-Share program, which is an alternate to laying off employees. The</i></p>	

Work-Share program pays the benefits of employees whose hours and ways have been temporarily reduced.

[Handling Employee Layoffs as a Small Business Owner](#) (Source: U.S. Small Business Administration)

This blog post provides an overview of laws and resources applicable to small businesses with regard to lay offs.

[Nonprofit Dissolution: What to Do When Closing the Doors](#) (Source: Nonprofit Quarterly)

This article discusses the steps and tasks to consider when dissolving a nonprofit organization.

[Winding Down: A Risk Management Checklist](#) (Source: Nonprofit Risk Management Center)

This checklist provides suggested steps and resources for agencies to follow in the event of a dissolution (i.e. the agency can no longer continue its normal operations).

[Preserving Employee Morale During Downsizing](#) (Source: MIT Sloan Management Review)

This article discusses reasons why the expected gains from downsizing may not be achieved and effective strategies for navigating staff relations after downsizing.

***Please note that these resources do not substitute legal advice from a lawyer.**

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