

HUMAN RESOURCES

Mission: To recruit, retain, develop and assist MCBDD employees through excellent service while striving to maintain the Board's strategic vision and values.

Welcome to the Human Resources (HR) department of MCBDD. Through strategic partnerships and collaboration, HR attracts, develops and retains a productive and inclusive workforce. The HR team also fosters a healthy, safe and well-equipped work environment for employees. HR is a service-oriented team, providing support to employees throughout their employment life cycle. This support starts at the hiring process, continues throughout employment and goes into retirement. In all areas of work, the Department of Human Resources firmly upholds confidentiality, accountability and trust. Like many organizations, the COVID-19 Pandemic tested our team's ability to collaborate with other MCBDD Departments to ensure employee safety while meeting service expectations. Despite working from home, no large group gatherings, face coverings and social distancing, the HR department met these challenges and continued to provide support and services to employees and the community in all functional areas.

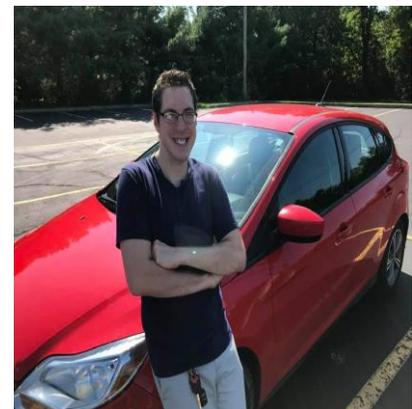
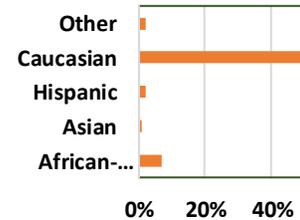
MCBDD AT-A-GLANCE

WORKFORCE

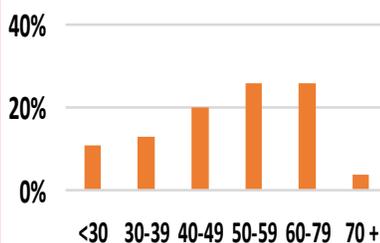
Number of Employees - 239
 Female Employees- 81%
 Male Employees – 19%
 Full-Time – 76%
 Part-Time – 24%



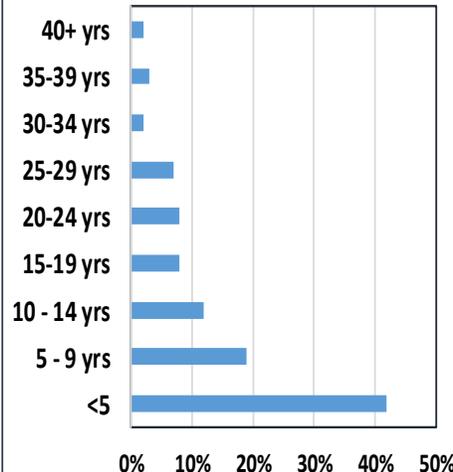
ETHNICITY



AGES



Years of Service



EDUCATION

PhD – 0.5%
 Master's – 17%
 Bachelor – 31%
 Associate- 5.0%
 RN – 0.5%
 LPN – 2.5%
 H.S. Diploma – 42%
 G.E.D. – 1.5%

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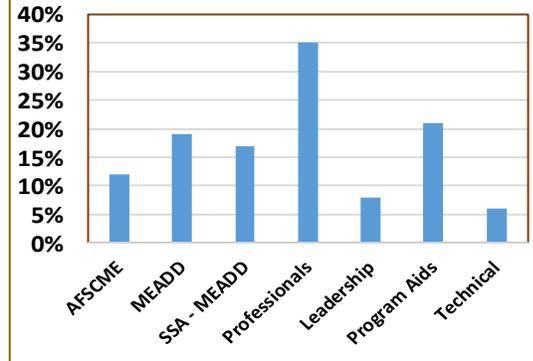
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RECRUITMENT

Job Applications - 648
Positions Filled – 41
New Hires – 39
Transfers – 6
Promotions – 7



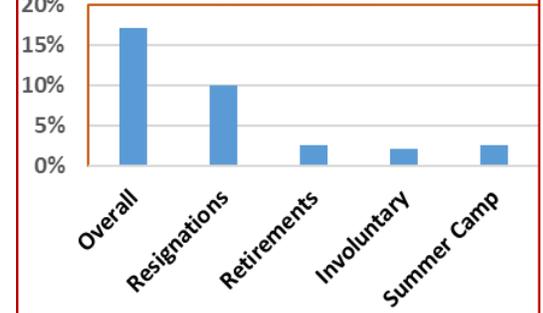
POSITIONS



TALENT MANAGEMENT

The Human Resources Department posted and processed applications for 48 positions in 2021. This is 10 more positions than in 2020. 39 people were hired for these positions and oriented to the organization, including internal transfers and promotions – two Supervisors and three Investigative Agents. There were also three transfers of Adult Services staff to Instructor Assistant positions at LKS. The HR Team provided support to the Leonard Kirtz School (LKS) staff in sponsoring a Job Fair and hiring seasonal staff for the Summer Camp program. HR continued to offer virtual interviews and learning opportunities for candidates and staff. Training and development activities also increased in 2021. The Staff Development Specialist presented over 70 different training and development sessions and coordinated 18 presentations from external speakers. Some were presented via virtual technology and many were in person.

TURNOVER



The HR team worked closely with the Adult Services Department in helping make a smooth transition of the program and staff to the new provider. Officials from the Ohio Unemployment and Jobs and Family Services Departments, as well as from the Ohio Public Employment Retirement System (OPERS) were brought in to speak with employees. The HR Director worked closely with the Leadership of the new Provider to compare benefits and policies between the two organizations and help employees understand the similarities and differences. A Provider Career Fair was also hosted for staff so they could see what opportunities would be available to them once the MCBDD Adult Services program transitioned to the new provider. Most of the staff ended up working for the new provider. Others were eligible and decided to retire or take jobs elsewhere.

ENGAGEMENT AND CULTURE

The HR team continued to seek input from staff with New Hire Surveys and Exit interviews in 2021. New Hire Survey participation decreased from 2020, however, ratings remain high as 90% of the people indicated they were either *Very Satisfied* or *Extremely Satisfied* with the new hire and orientation process. 90% also *strongly* agreed and 10% agreed that they would recommend MCBDD as a good place to work. Exit interviews maintained the same participation rate with 20% of the 30 employees who resigned or retired completing them. 100% of those who did said they would recommend MCBDD as a good place to work. There were 80-90% positive ratings in the highest categories for each topical area.

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ENGAGEMENT AND CULTURE

New programs were implemented in 2021, which made a very positive impact on staff morale. The first is the BOOST (*Better Opportunities and Outcomes through Services and Training*) program, a joint resources group made up of other County Board and Provider members who work together in a collaborative manner to increase employee retention for each member employer. A Success Coach is on-site at each facility every two weeks to work individually with member employees who may be at risk for termination or voluntary resignation. She also makes herself available via remote, virtual and off-site appointments, if staff prefer. She discusses and provides resources regarding a variety of topics including career counseling, work conflicts, housing/mortgage/financial, time-management, mental health issues and more. 15 employees participated in this program in 2021. Another new program is the Sick Leave Donation policy and process that allows for employees to voluntarily transfer accrued annual leave hours to another employee who is faced with a serious illness/injury (*to him/herself, or an immediate family member*) and has exhausted all other paid leave. We had 3 cases/employees who were in need of donated sick leave time. Staff were overwhelmingly generous in donating their time and showing concern for their co-workers. 837 hours of sick leave were donated to the 3 employees.



Work related injuries/illnesses increased from 5 in 2020 to 6 in 2021. However, the total number of days away from work decreased from 301 to 35 days, and restricted work decreased from 137 to 11 days. MCBDD transitioned from BITS (Behavior Intervention Training Services) to CPI (Crisis Prevention Institute) training at the end of 2020. Staff are learning additional strategies and techniques with evidence-based de-escalation approaches that focus on the care and safety of the individuals served.

EMPLOYEE AND LABOR RELATIONS



As with the MEADD contract in 2020, HR along with Management negotiated the MEADD-SSA contract remotely in 2021. Interest Based Bargaining (I.B.B.) was also used again to help ensure a more collaborative process. Labor Management meetings were held remotely and in person to continue communications and joint problem solving regarding any workplace issues. The Service Award Recognition Program remained suspended. Superintendent Forums occurred less frequently than prior years, but he did attend some department meetings to give updates and commend staff for doing a good job. Communication, collaboration, feedback exchange, and recognition are crucial features of a culture that values its people and can move them to achieve their best work.

LOOKING AHEAD

The HR team is committed to advancing MCBDD's mission and strategic priorities. We will accomplish this by fostering a culture of productivity, engagement and inclusion, to attract, develop and retain a diverse and talented workforce. We continue to explore technology to help us be more efficient. We will support employees on their health journeys by creating Wellness challenges, competitions and events. We will also support Leadership in Succession Planning for key positions and tracking and communicating Strategic Plan goal progress. In 2022 we will be preparing for a successful Accreditation Survey and developing an Employee Engagement survey to gather more feedback from employees, and use it to improve the workplace for them.