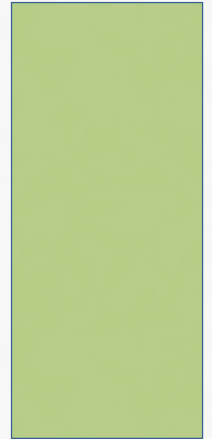


RECRUITING AND RETAINING THE BEST AND BRIGHTEST

USING TRAUMA THEORY TO BUILD SUSTAINABLE ORGANIZATIONS

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VIRGINIA STRAND & GINNY SPRANG

TRAUMA RESPONSIVE CHILD WELFARE SYSTEMS

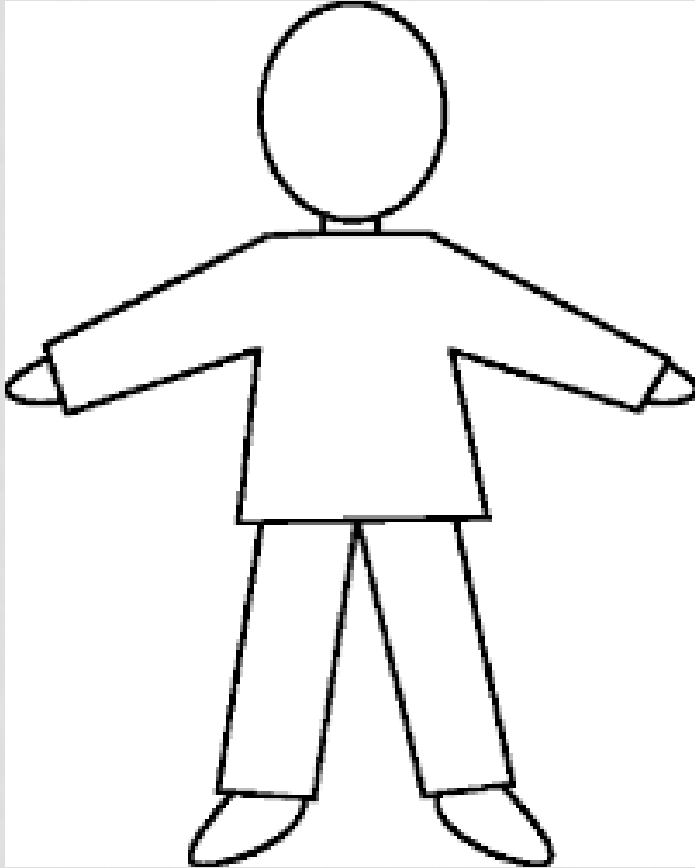
TURNOVER IN TRAUMA SERVING ORGANIZATIONS

- CHARACTERISTICS
- ECONOMIC COSTS
- HUMAN COSTS

KEYS TO SUCCESS

- Strong and consistent leadership
- Supportive organizational culture
- Meaningful supervision and mentoring
- Quality education and professional preparation
- Competency based training and professional development
 - Children's Defense Fund and Children's Rights Inc (2006) in Allen and Farber (2006)

CHILDREN WITH HISTORIES OF TRAUMA



- Re-experiencing
- Hyperarousal
- Avoidance
- Negative Cognitions & Affect

TRAUMA THEORY AND TREATMENT

STABILIZATION

Safety
Emotional stability
Develop coping skills

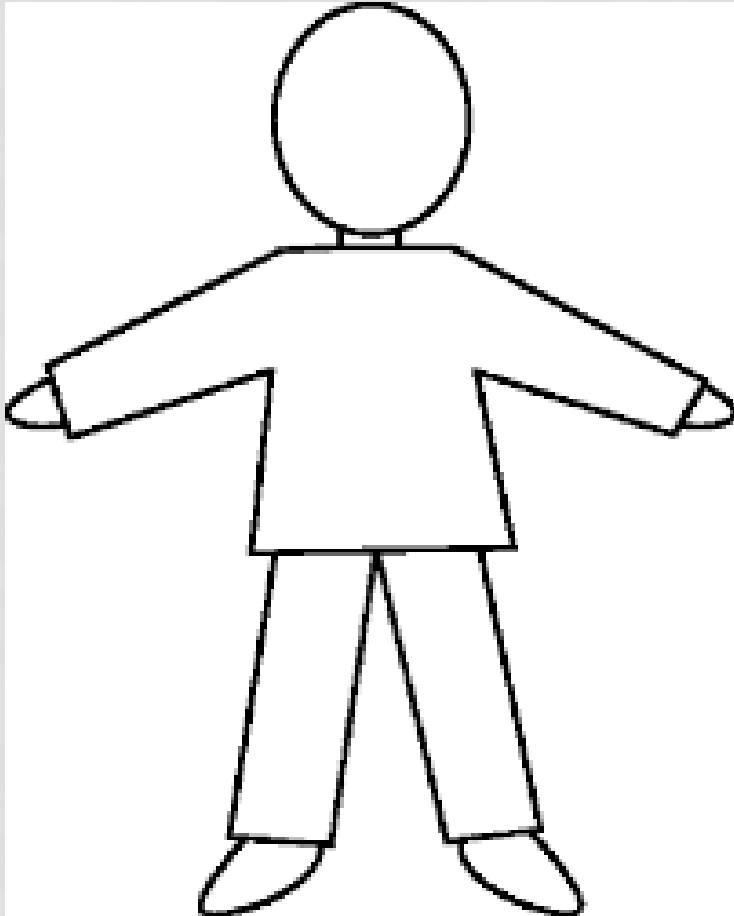
INTEGRATION

Process traumatic events
Reduce impact
Meaning making

CONSOLIDATION

Normal developmental trajectory
Growth
Future focused

STAFF WHO WORK WITH TRAUMATIZED POPULATIONS



- Re-experiencing
- Hyperarousal
- Avoidance
- Negative Cognitions & Affect

STAFF RETENTION

STABILIZATION

CFSR-**SAFETY**

Establish Staff
physical and
psychological
safety

INTEGRATION

CFSR-**PERMANENCY**

Support ongoing
processing of cases
Build organizational
commitment

CONSOLIDATION

CFSR-**WELL BEING**

Career growth
Program
sustainment

CAREER TRAJECTORY

Recruitment

- Stabilization
- Safety

Onboarding

- Integration
- Permanency

Retention

- Consolidation
- Well-Being

STABILIZATION STRATEGIES

STABILIZATION

Reduce risk

**Avoid
secondary
adversities**

**Build “positive
psychological
capital”**

**Improve
recruiting**

INTEGRATION

CONSOLIDATION



CAREER TRAJECTORY

Recruitment

- Stabilization
- Safety

Onboarding

- Integration
- Permanency

Retention

- Consolidation
- Well-Being

RECRUITING STRATEGIES

- PRE-SERVICE PREPARATION AND EDUCATION
 - NCTSN CORE CURRICULUM FOR UNDERSTANDING CHILDHOOD TRAUMA
 - CAST (CHILD ADVOCACY STUDIES) COLLEGES AND UNIVERSITIES
 - FORECAST- PROBLEM BASED LEARNING SIMULATIONS

RECRUITING STRATEGIES

- **SELF-ASSESSMENTS**

- **Key characteristics**

- **Screening tool**

- Ellett, A.J., Ellett, C.D., Ellis, J., & Lerner, B. (2009). A research-based child welfare employee selection protocol: Strengthening retention of the workforce.

Child Welfare, 88(5) , 49-68.

RECRUITING STRATEGIES

- **REALISTIC JOB PREVIEWS**
 - Information from **credible source**
 - Shows **specific** job tasks not just overview
 - Shows **wide range** of job tasks
 - Portrays both positive and negative aspects of job
 - Pitt & Rameseshan (1995)

RECRUITING STRATEGIES

- **BEHAVIORIAL INTERVIEWS**

- Questions ask applicant to focus on what they **have done** rather than what they **would do** in situatio
- Hiring teams listen for key attributes
- Sample questions: Connecticut Department of Child and Family Services

STAFF RETENTION

STABILIZATION

INTEGRATION

CONSOLIDATION

- **Build competency to manage ongoing exposure**

- **Develop protocol for “high profile” cases**

- **Embed and sustain trauma sensitive supervision**

CAREER TRAJECTORY

Recruitment

- Stabilization
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Onboarding

- Integration
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Retention

- Consolidation
- Well-Being

INTEGRATION STRATEGIES: TRAUMA SENSITIVE SUPERVISION

- Reaches beyond traditional methods
 - Mediates development of “Indirect Trauma”
 - Assumes:
 - Supervision is regularly scheduled
 - Supervision is expectation for novice staff member
 - Supervision is given priority in job role
 - Supervision is tailored to staff member's needs
- Brian C. Miller (Strand & Sprang)

INTEGRATION STRATEGIES TRAUMA SENSITIVE SUPERVISION

- **Goals and objectives**

- Normalize emotional reactions to the work
- Frame emotional struggles as skill building opportunities
- Identify key skills to master
- Coach for self-monitoring of key skills and strain
- Promotes help seeking behaviors to prevent secondary traumatic stress
- Encourage use of supervision to gain emotional and technical support

Brian C. Miller (Strand & Sprang)

INTEGRATION STRATEGIES TRAUMA SENSITIVE SUPERVISION

- **Components**

- Reflection
- Assessment of staff member's well being
- Radical compassion
 - Brian C. Miller (Strand & Sprang)

STAFF RETENTION

STABILIZATION

INTEGRATION

CONSOLIDATION

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▪
Career ladders

Mentoring

**Organizational
culture**

**Professional
development**

CAREER TRAJECTORY

Recruitment

- Stabilization
- Safety

Onboarding

- Integration
- Permanency

Retention

- Consolidation
- Well-Being

STRATEGIES FOR CONSOLIDATION

- CAREER LADDERS
- MENTORING
- ORGANIZATIONAL CULTURE
 - Communities of practice
 - Reflective practice
 - Barbara Pierce (Strand & Sprang)

STRATEGIES FOR CONSOLIDATION

- PROFESSIONAL DEVELOPMENT
- CONTENT SPECIFIC TRAINING
- USE OF EVIDENCE BASED PRACTICES