

## Module 5:

## Administrative & Staffing Planning

### Executive Summary

Highlight your powerhouse team and the robust administrative foundation of your organization. This module will explore the essential strategies for staff recruitment, training, supervision and retention that demonstrate your program's success from the inside out. Discover how to navigate state and program training requirements, craft recruitment plans to attract top talent and develop trauma-informed supervision and retention strategies to foster a thriving, effective team. We'll transform administrative planning from a checklist into a strategic advantage for your THV application.

### Topics:

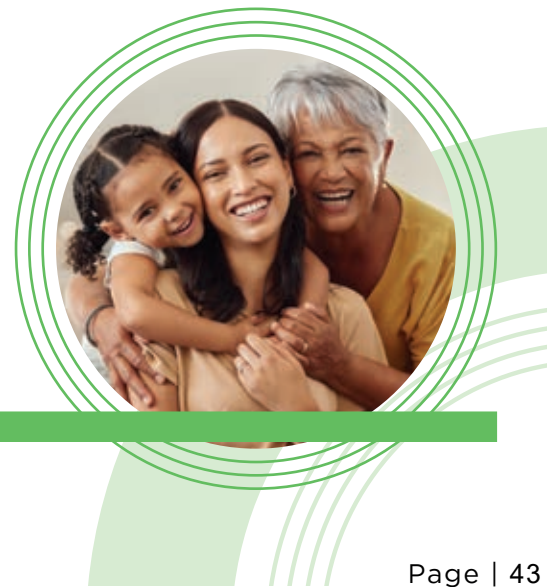
- ☐ Comprehensive Staff Model & Training Plan
- ☐ Recruitment & Retention
- ☐ Supervision Plan

### Resources Needed:

- ☐ List of required home visiting model trainings
- ☐ Program model guidelines on hiring

### Resources Needed:

- ☐ HR Manager
- ☐ Home Visiting Program Manager(s)



## ► Comprehensive Staff Model & Training | 5.1

**Learning Objective:** Participants will be able to explain their proposed staff model and training plan, including required and supplemental trainings, to effectively demonstrate their organization's commitment to staff development and program quality.

The cornerstone of a successful home visiting program lies in the competence and well-being of its staff. A well-defined and robust training plan is a requirement, and it's also a powerful demonstration of your organization's commitment to quality service delivery and positive outcomes for families.

### □ Activity 1: Introduce Your Team: Identifying Key Roles

Before we can map out a comprehensive training plan, it's essential to clearly identify the different roles within your program. This activity will help you list the key staff positions that will be part of your program.

#### Instructions:

1. Fill out the charts below.
2. For each role, fill out the information in each column.

#### Administrative Staff

Role	Who to Contact	Job Title	Contact Information (Phone & Email)
Signatory			
Program			
Fiscal			
*Data			
*Coalition			
*Media			
*It is encouraged to identify who in your organization can be the point of contact for these roles, but it is not required.			

Home Visiting Program Staff – Identify the staff that will be directly involved in your home visiting program and list their role/title below. Because every home visiting program is different, who you include in this chart will be unique to you.

Role/Title	Write a brief description (1-2 sentences) outlining the primary responsibilities and focus of this position within your home visiting program.
<i>Model: Program Supervisor</i>	<i>Oversees a team of home visitors, providing guidance, support and ensuring program fidelity and quality service delivery</i>

Examples of roles you could include in the chart: Home Visitor, Family Engagement Specialist, Health Specialist, Program Liaison/Coordinator, Program Supervisor/Manager, Program Director, Regional Director, Data Specialist, Interns.

► **Application Tip:**

For each of the roles you identified above, it is important to know what percentage of the grant will be used towards their pay.

► THV Question: Exhibit G Section I & Exhibit G Section V.A

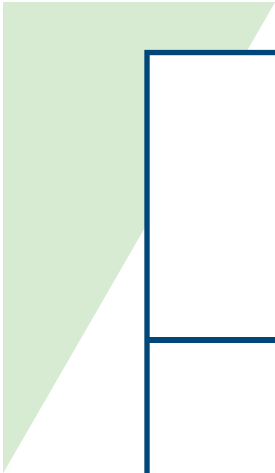
☐ **Activity 2: Mapping Your Training Landscape**

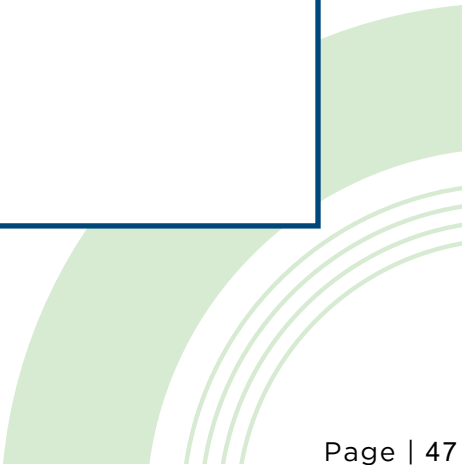
Now that you’ve identified your key staff roles, let’s map out the essential trainings they will need to effectively fulfill their responsibilities and ensure program quality. This activity will guide you in listing the required and supplemental trainings for your program, along with the intended frequency.

**Instructions:**

- 1. Consult your program model to identify required trainings.
- 2. Fill out the table to outline those trainings and add any supplemental training required by your organization.

Training Topic What is the subject or focus of the training?	Target Staff Role(s) Which staff roles will be required to attend this training? (You can list multiple roles if the training is relevant to more than one position.)	Frequency How often will this training be provided or required? (e.g., Upon Hire, Annually, One Time).



### Reflection Questions:

How do these trainings align to your program goals? \_\_\_\_\_

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Why is it important for your staff to have access to and participate in these trainings? \_\_\_\_\_

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► THV Question: Exhibit G Section V.E

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### ► Recruitment and Retention | 5.2

**Learning Objective:** Participants will be able to develop a comprehensive recruitment and retention plan that demonstrates their organization's ability to attract and retain qualified staff who reflect the communities served.

The success of any home visiting program hinges on the strength and stability of its workforce. Attracting and retaining qualified staff, who are not only skilled but also reflective of the communities served, is paramount to effectively delivering your chosen program model. This section focuses on developing comprehensive recruitment and retention plans that go beyond simply filling positions.

### ☐ Activity 1: Building Your Talent Pipeline: Recruitment and Retention Strategies

#### Instructions:

1. Use the questions below to brainstorm and outline your recruitment and retention plans.
2. Be specific and consider how each strategy will help you attract and keep qualified staff who are representative of the communities you serve.

## Recruitment Strategies

Consider how you will attract qualified candidates who can effectively deliver your program model and provide culturally and linguistically appropriate services.

**Question 1:** Where will you advertise open positions to reach a diverse pool of candidates? (e.g., job boards, community organizations, universities, cultural centers)

▶ Your Ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Question 2:** How will your job descriptions and application process highlight the need for experience with your program model and, if needed, the importance of cultural and linguistic competence?

▶ Your Ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Question 3:** What specific efforts will you make to recruit candidates who are representative of the communities you serve? (e.g., targeted outreach to community organizations, partnerships with local colleges with diverse student populations)

▶ Your Ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Question 4:** How will you address potential challenges related to staff burnout and promote staff well-being? (e.g., manageable caseloads, opportunities for self-care, access to support resources)

▶ Your Ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Question 5:** How will you gather feedback from staff about their experiences and use that feedback to improve retention efforts? (e.g., regular staff surveys, exit interviews)

▶ Your Ideas: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## □ Activity 2: Crafting Your Recruitment and Retention Narrative

Building on the ideas you brainstormed in the previous activity, you will now develop a narrative that articulates your organization's plans to recruit and retain qualified staff.

### Instructions:

1. Read the sample narrative. Like in previous modules, we are using a fictional organization (Happy Stars) as an example.
2. Answer the questions.

Happy Stars is committed to recruiting and retaining a highly qualified and diverse team that effectively delivers our chosen home visiting model and reflects the rich tapestry of our community. Our recruitment strategy involves advertising open positions on a variety of platforms, including mainstream job boards and community-specific websites and newsletters that reach diverse populations. Job descriptions explicitly highlight the requirement for experience or a strong understanding of the program model, as well as the importance of cultural and linguistic competence, particularly fluency in Spanish, given our community's demographics.

To actively recruit candidates that are representative of the communities we serve, we will establish partnerships with local universities and community colleges with strong social work and early childhood education programs, specifically focusing on bilingual programs. We will also participate in community job fairs and partner with local Hispanic/Latino community organizations to reach potential candidates within the neighborhood. Our interview process will include scenario-based questions that assess candidates' understanding of the program model and their ability to provide culturally sensitive and linguistically appropriate services. We will also incorporate a cultural competency assessment into the interview process.

Our retention strategy focuses on creating a supportive and rewarding work environment. We offer a competitive compensation and benefits package that includes comprehensive health insurance, generous paid time off and a retirement savings plan. We are committed to the professional growth of our staff, providing ongoing training on the program model, trauma-informed care and reflective supervision techniques. We also offer opportunities for professional development through conference attendance and tuition reimbursement.

To foster a positive and inclusive work environment, we hold regular team meetings, encourage open communication and provide opportunities for staff feedback through anonymous surveys and regular supervision sessions. We recognize the potential for burnout in home visiting and are committed to maintaining manageable caseloads, providing access to Employee Assistance Programs and promoting self-care strategies. We conduct exit interviews to understand reasons for staff turnover and use this feedback to continuously improve our retention efforts, ensuring that Happy Stars remains a rewarding and supportive place to work.



### Reflection Questions:

How does the sample narrative demonstrate an understanding of the specific community it serves (in this case, a primarily Hispanic/Latino county with many Spanish speakers)? How will your narrative reflect the unique characteristics of your community? \_\_\_\_\_

\_\_\_\_\_

What are the different categories of retention strategies included in the sample narrative (e.g., compensation, professional development, work environment, well-being)? Which of these areas do you feel are strongest in your current or planned approach, and which might need further development?

\_\_\_\_\_

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\_\_\_\_\_

### Bonus

Ready to try writing your own Recruitment and Retention narrative? Use the answers from Activity 1 to get started or use the template here!

### Recruitment Plans:

[Organization Name] is committed to recruiting a qualified and diverse team that can effectively deliver the [Name of Program Model] and reflects the [Describe your community's diversity]. Our recruitment strategy involves advertising open positions on [List where you will advertise, e.g., job boards, community websites], explicitly highlighting the need for experience with the [Name of Program Model] and the importance of [Mention key cultural and linguistic competencies needed]. To actively recruit candidates representative of the communities we serve, we will [Describe specific efforts to reach diverse candidates, e.g., partner with specific organizations, recruit at certain events]. Our interview process will assess candidates' understanding of the [Name of Program Model] and their ability to provide [Mention how you will assess cultural and linguistic competence, e.g., scenario-based questions, language assessments].

### Retention Plans:

Our retention strategy focuses on creating a supportive and rewarding work environment. We offer a [Describe your compensation and benefits package, e.g., competitive salary, health insurance, paid time off]. We are committed to the professional growth of our staff by providing [Describe professional development opportunities, e.g., ongoing training, mentorship, conference attendance]. To foster a positive and inclusive work environment, we [Describe strategies for a supportive environment, e.g., regular team meetings, open communication, feedback mechanisms]. We address potential burnout by [Describe strategies to prevent burnout, e.g., manageable caseloads, self-care resources]. We also [Describe how you gather and use staff feedback to improve retention, e.g., conduct regular surveys, hold exit interviews].

► THV Question: Exhibit G Section V.B

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### ► Supervision Plan | 5.3

**Learning Objective:** Participants will be able to brainstorm key components of a supervision plan that demonstrates their ability to provide regular, reflective and trauma-informed supervision.

Effective supervision is vital for a thriving home visiting program. It's the mechanism through which staff are supported, developed and guided to deliver high-quality, trauma-informed services while managing their caseloads effectively. This section will guide you through questions that show your organization's commitment to fostering a skilled, supported and resilient workforce.

### Instructions:

1. Consult your program model to identify its supervision requirements.
2. Answer these questions. If you're not sure how to or what the answer is, consult with members of your team.

1. How often will individual supervision meetings occur? What will be the format of these meetings? \_\_\_\_\_

\_\_\_\_\_

2. What are the primary goals you aim to achieve through reflective supervision? \_\_\_\_\_

\_\_\_\_\_

3. What strategies will supervisors use to encourage staff to reflect on their practice and client interactions? \_\_\_\_\_

\_\_\_\_\_

4. What specific training will staff receive on trauma-informed practices and principles? \_\_\_\_\_

\_\_\_\_\_

5. What strategies will supervisors use to support staff? \_\_\_\_\_

\_\_\_\_\_

6. How will supervision be documented? \_\_\_\_\_

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7. How will information be recorded? \_\_\_\_\_

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► THV Question: Exhibit G Section V.C & Exhibit G Section V.D

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