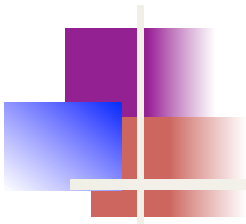


Conducting a Needs Assessment to Determine Priorities for Retention of Direct Staff



Ellie Kazemi



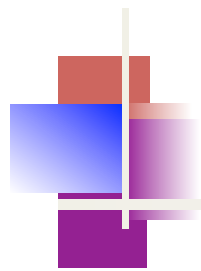
Cal State University, Northridge



My Staff are Leaving and I Wanna Know Why! – Pertinent Factors that are In Fact Related to Turnover

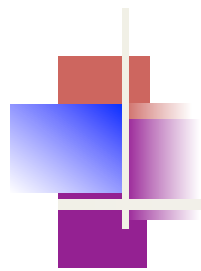
Alyssa Rylander, Amanda Valencia,
Marnie Shapiro, Meline Pogojana, and
Ellie Kazemi

California State University, Northridge



Impact of Turnover on Companies

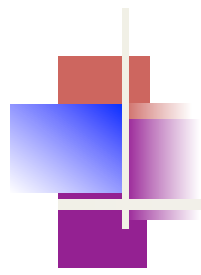
- Hinders company's productivity
 - Employees are less productive (health care employees; Arnold, 2005)
 - Commitment and performance reported as less important
 - Expensive to hire and train new employees (jail officers; Kieckbusch, Price & Theis, 2003)
 - 150% of an employee's annual salary (organization employees; Ramlall, 2003)
- Hinders company's consistency
 - Loss of knowledge that individual has developed (water management; Harris, 2005)
 - Time spent training new individual (organization employees; Abassi & Holloman, 2000)



Previous Research

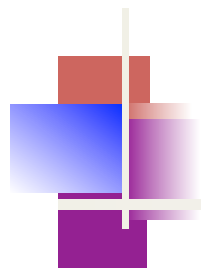
- Turnover intentions are associated to actual turnover
 - Participants rate likelihood to leave on Likert scales
 - 60% that report likelihood to leave actually leave within one year

(Dollar & Broach, 2006; Lambert, 2006; Dupré & Day, 2007)



Let's do the numbers. . .

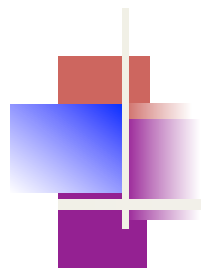
- 40 employees (\$20,000)
- 10 report likelihood to leave (25%)
- 6 employees will actually leave
- **Cost of employee leaving is 150% of employees' salary!!!
- Additional \$30,000 per employee that leaves
- \$180,000/year



Behavior Therapists

- Nature of recruitment for behavior therapists differs
- Agencies hired young people
- Job increases interest in field
- Objective of employee much more broad
- High demand for behavior therapist position

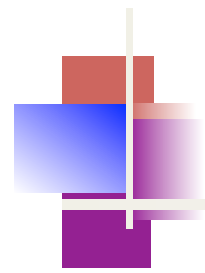
As a result, we expect some percentage of turnover given the nature of the position and age of direct staff at recruitment.



Factors related to turnover (OBM/IO research)

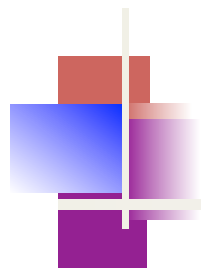
- Dissatisfaction with job training (salespersons)
- Lack of supervisory support (military personnel)
- Job expectations not met (Navy recruits)
- Higher pay elsewhere (social workers)
- Length of time at job (correctional staff)
- Individual variables (welfare workers; special ed teachers)
 - age, education, knowledge of concepts

(Billingsley, 1993; Griffeth, Hom, & Gaertner 2000; Liu, 2006; Dupré & Day 2007)



Group Design

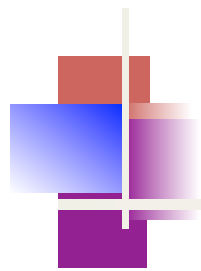




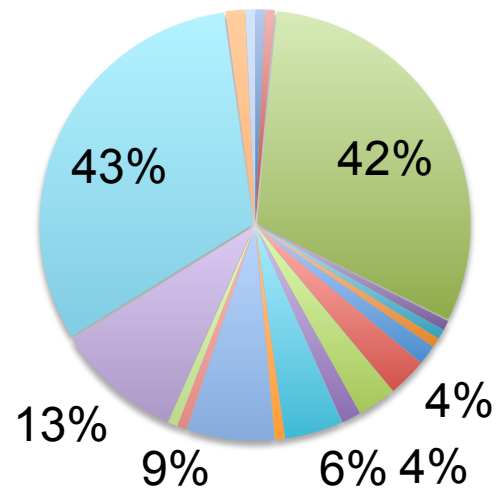
Participants

- 326 attempted survey
- 188 finished survey
- 58% response rate

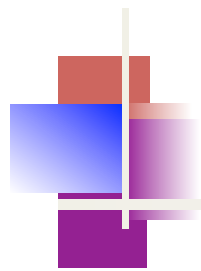
- Previous research (mailed surveys)
 - 68% response rate (Ramlall, 2003)
 - 60% response rate (Harris, 2005)



Participants

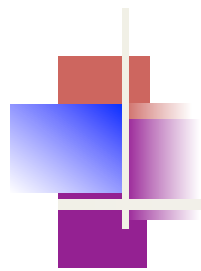


- 146 direct staff
- 19 agencies represented



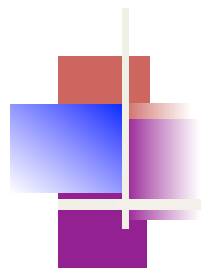
Demographics

Survey Item (n = 146)	N	%
Gender		
Female	134	91.7
Male	12	8.3
Age		
20-25	67	45.9
26-29	41	28.2
30-35	23	15.7
36+	15	10.2
Number of Children		
0	120	82.2
1-2	24	16.5
3+	2	1.3



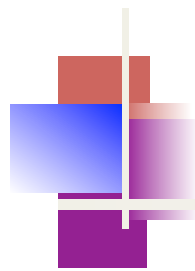
Demographics

Survey Item (n = 146)	N	%
Ethnicity		
African-American	9	6.1
Armenian-American	6	4.1
Asian-American	6	4.1
Euro-American/Caucasian	68	46.1
Chicano/Mexican-American	7	4.8
Filipino-American	5	3.4
Latino-American	17	11.5
Middle Eastern-American	6	4.1
Not Listed (Other)	12	9.5
Choose Not to Answer	10	6.3



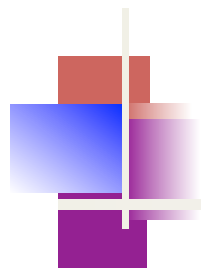
Demographics (cont.)

Survey Item (n = 146)	N	%
Highest Level of Education		
2 years	23	15.7
4 years	98	67.1
M.A./M.S.	22	15.1
Ph.D./Psy.D.	3	2.1
Obtained Certifications		
BCBA	3	2.1
BCABA	0	0
Planned Certifications		
BCBA	52	35.6
BCABA	22	15.1



Demographics (cont.)

Survey Item	N	%	
Work Environment			
Home	69	56.6	
School	16	13.1	
Both	37	30.3	
	Mean	Median	SD
Compensation			
Hourly Pay	\$19.21	\$18.00	4.46



Our Survey

Have you ever worked for a behavioral agency offering therapy for children with **autism**?



We need to know about YOUR experiences!

Dr. Kazemi from the Psychology Department at California State University, Northridge is conducting research to better understand the needs of individuals employed in the field of behavior therapy

To participate online and **anonymously**, go to:

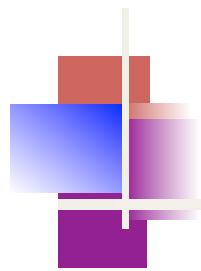
<https://www.surveymonkey.com/s/8PJ7RBK>

**** The final date to participate will be 8/19/10****

This IRB approved research study should only take you about 45 minutes to complete.

Questions? Contact WBTS.research@gmail.com

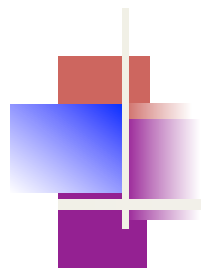
Dr. Ellie Kazemi (principal investigator) at ellie.kazemi@csun.edu



Procedure

- Recruited from various Southern CA agencies
- IRB approved
- On average, 45 minute online survey
- Anonymous
- “Choose not to answer” option
- Ended with positively worded questions

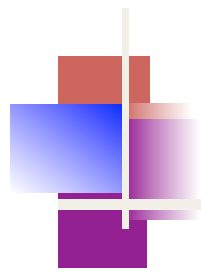




Measures

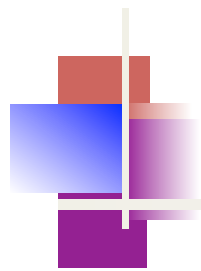
- Measures adapted from previous research
- Held focus groups
- Interviewed individuals from field
- Conducted a pilot study





Measures in Survey

- Age, education, degree, years of service in the field
- Severity of cases, age of clients
- Context in which they provide therapy
- Training and supervision (Liu, 2006; Eisenberger, 2002)
- Satisfaction with infrastructure (e.g., promotions)
- Pay, insurance, reimbursements
- Hours worked per week
- Test of ABA Concepts (Furtkamp et. al, 1982)
- Knowledge of autism (Schwartz & Drager, 2008)
- Adherence to science and philosophy of BA
- Motivation to work and advance in field (Larkin et. al, 2007)



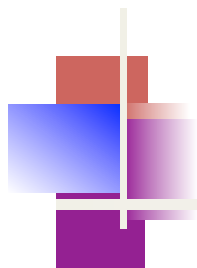
Turnover Item

- **Turnover Intentions Scale: ($\alpha = .89$)**

- Taken directly from Dupré and Day (2007)
- Two items oppositely worded
- 5-point Likert scale measuring likelihood to leave current job.
 - Example: “ I will leave my job if another job becomes available.”

1	2	3	4	5
Highly Likely			Highly Unlikely	

In this study, Turnover Intentions scale $\alpha = .75$



Results

Turnover Scale Items

1. I will **STAY** at my job my for as long as I can

2. I will **LEAVE** my job if another job becomes available

1

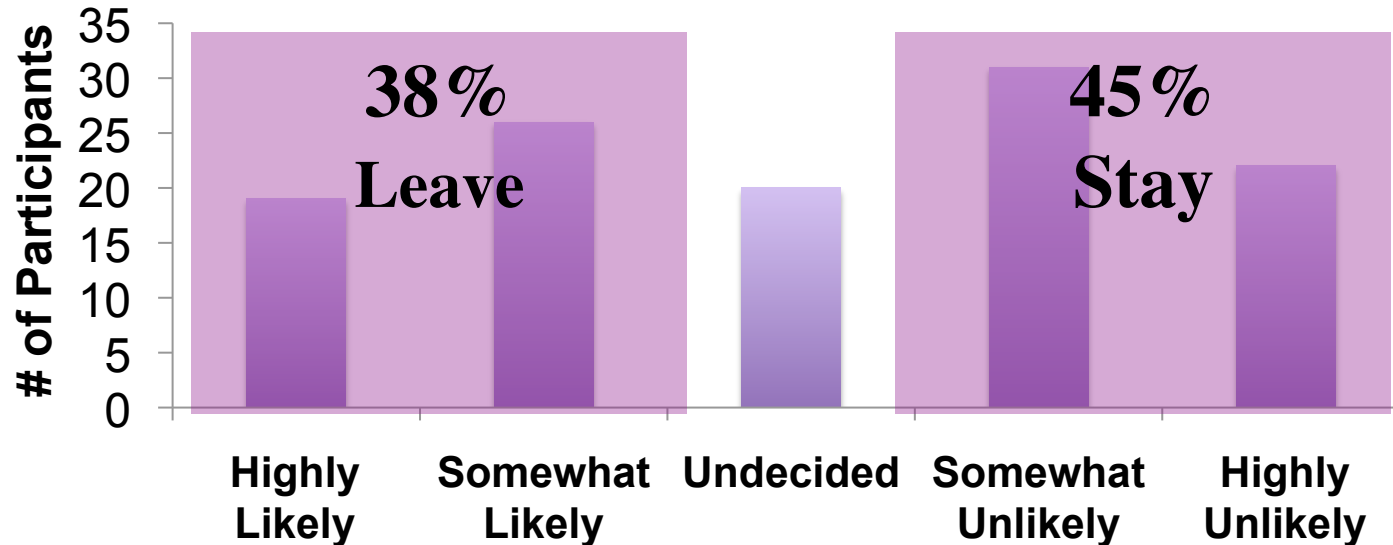
2

-.599**

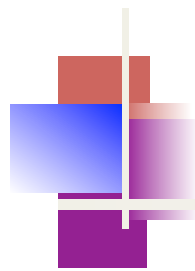
.599**

**Correlation significant at 0.01 level (2-tailed)

Likelihood to Leave (n = 118)



Other fields = 12-15% report likelihood to leave; BNA = 3.6%

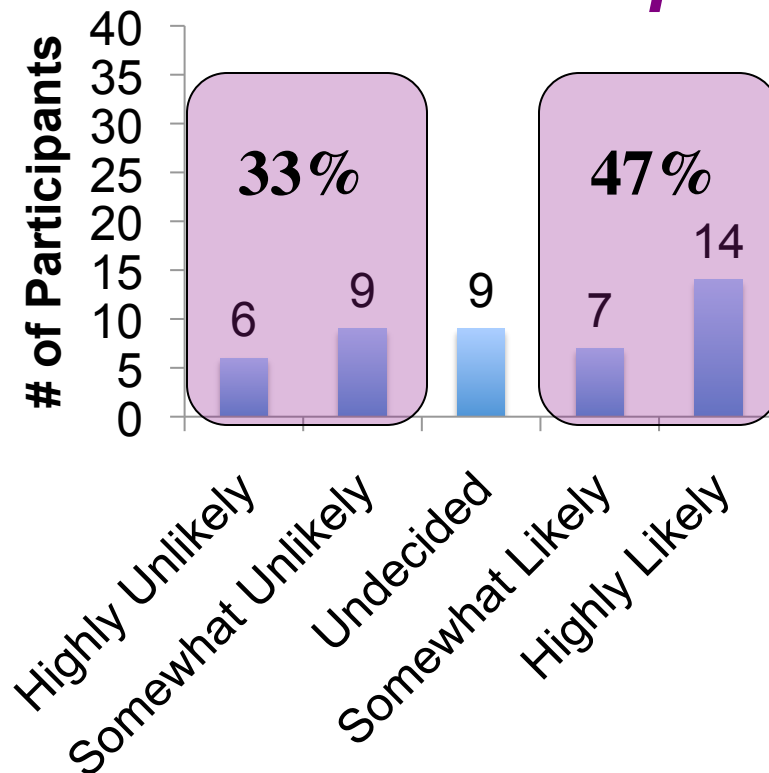


Likelihood to Stay in the Field

Likely to Leave Job

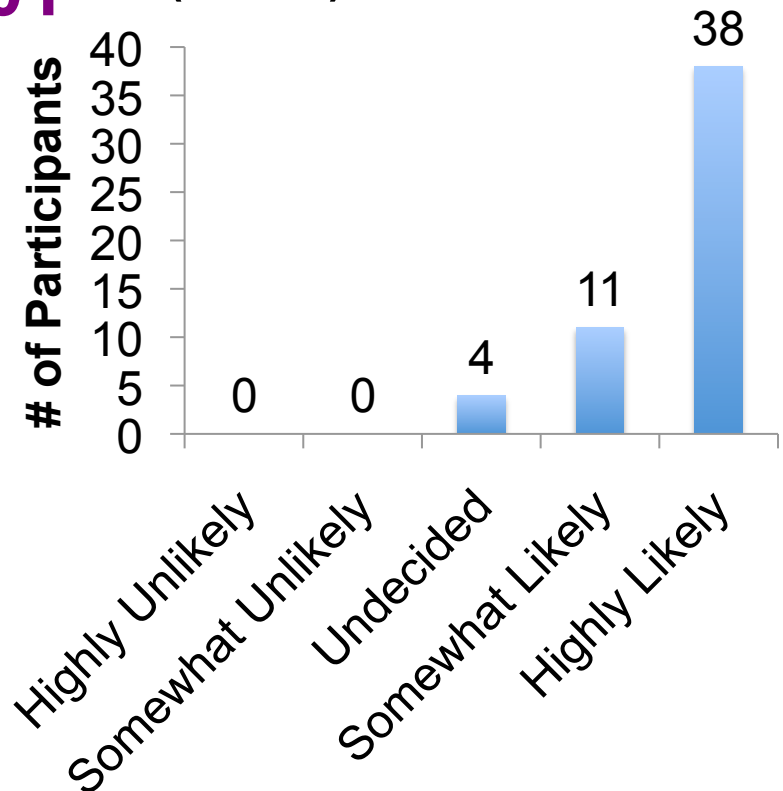
(n = 45); Mean = 3.3

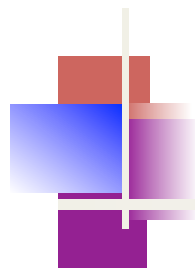
$p < .001$



Likely to Stay at Job

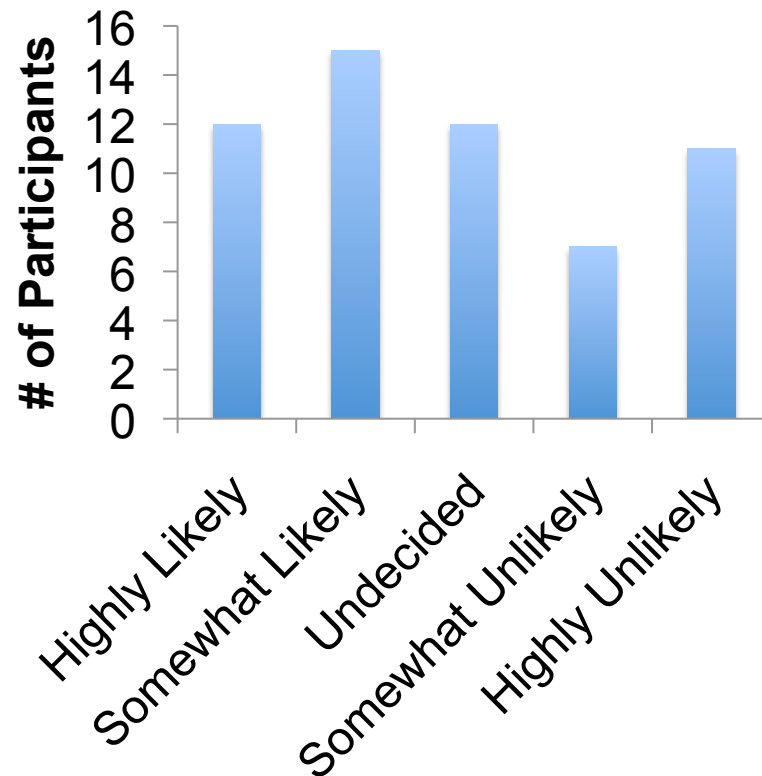
(n = 53); Mean = 4.6



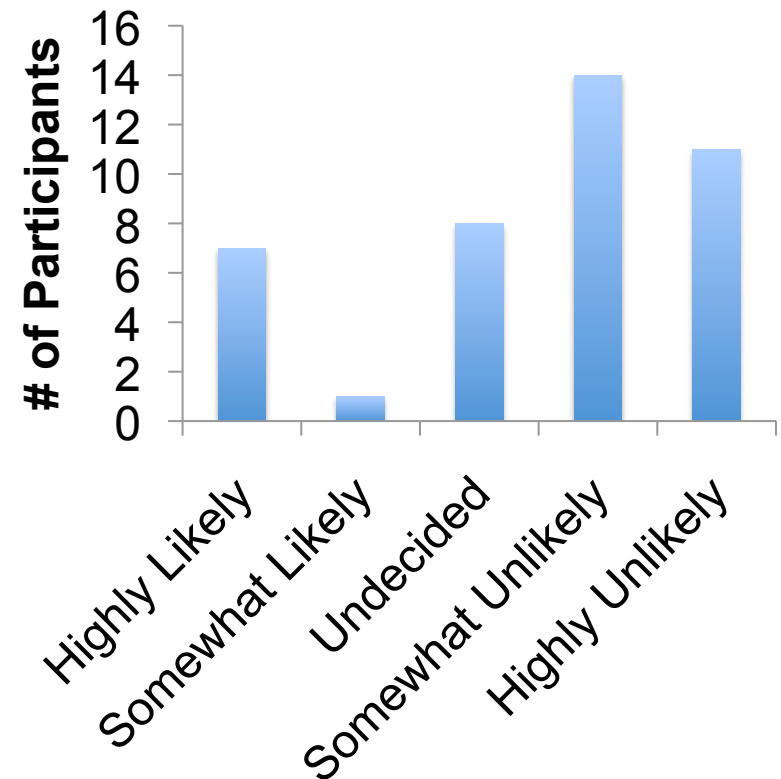


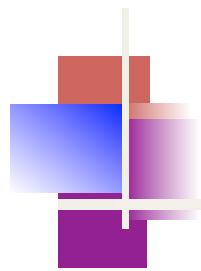
Individuals Who Switched Companies

**One Company
(n = 67)**



**More than one Company
(n = 51)**





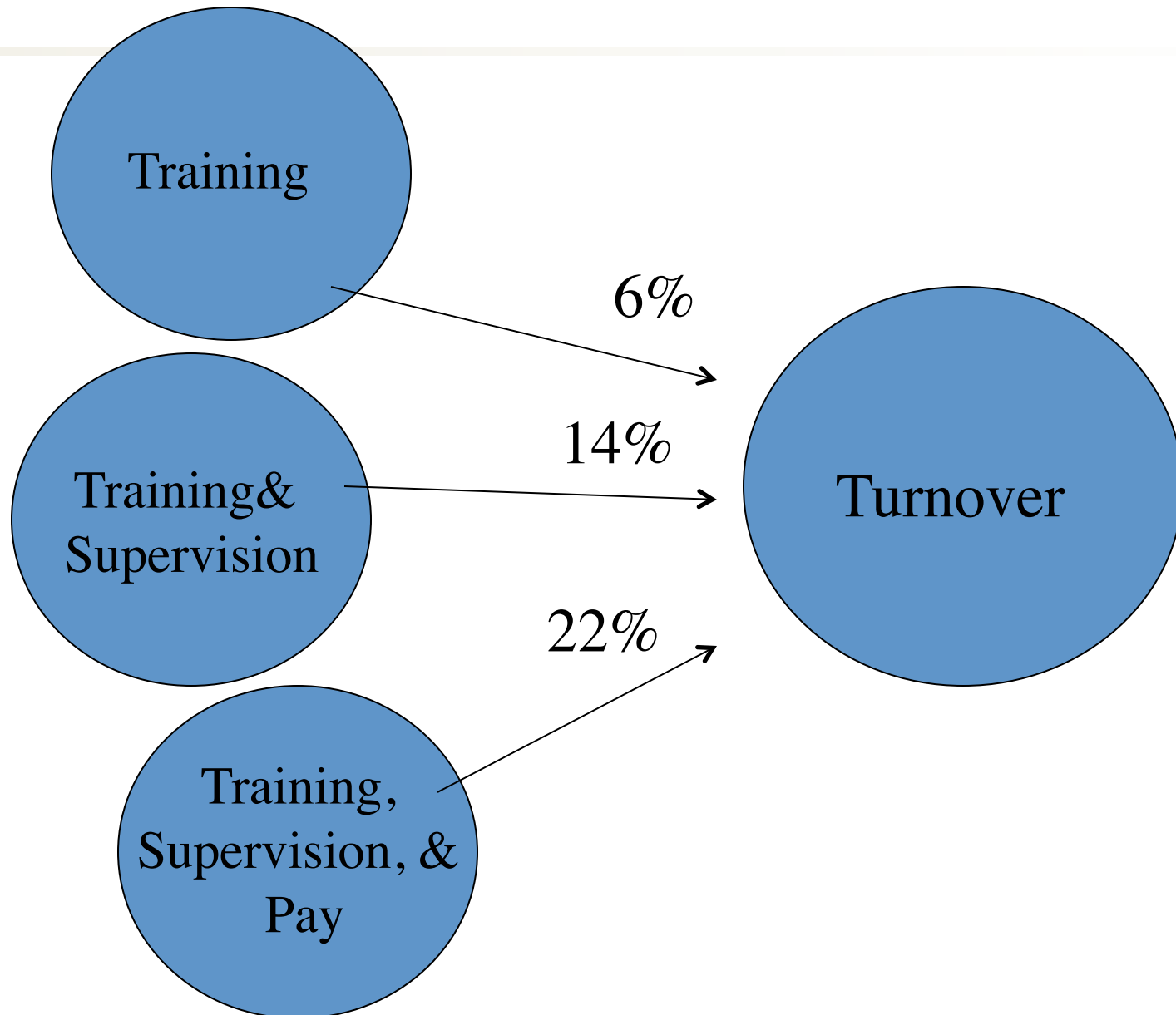
Correlates of Turnover

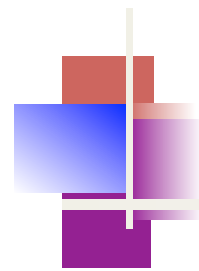
	Turnover
Training Satisfaction	.272**
Supervision Satisfaction	.279**
Satisfaction with Pay	.376**

**** Correlation is significant at the 0.01 level (2-tailed)**



Forward Sequential Regression Analysis





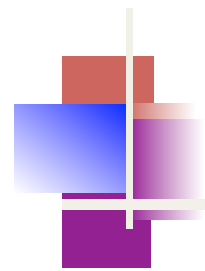
Regression Table

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.243 ^a	.059	.048	1.32588	.059	5.633	1	90	.020
2	.372 ^b	.138	.119	1.27588	.079	8.193	1	89	.005
3	.471 ^c	.222	.196	1.21892	.084	9.513	1	88	.003

1. Predictor: Initial Training Comp
2. Predictors: Initial Training Comp & Sup Comp
3. Predictors: Initial Training Comp, Sup Comp, & Pay

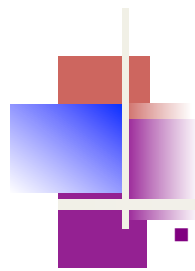
Previous research can explain up to 6-26% of the variability in turnover.

(Griffeth, Hom, & Gaertner, 2000; Lambert, 2006)



Factors Related to Turnover

Predictor	R^2	β
Training	.059	.096
Supervision	.138	.230
Pay	.222	.305



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