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## PROCEDURE

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**Series:** HR-Practices **COA: HR 4.03, 4.04**  
**CFOP:**

**Procedure Name:** Satisfaction & Retention Goals & Actions

**Procedure Number:** HR 2803

**Reviewed Date:** 12/1/15

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**Effective Date:** 01/05

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**Applicable to:** All Brevard Family Partnership Family of Agencies (BFP FOA) Staff

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**PURPOSE:** BFP FOA establishes personnel satisfaction/engagement and retention target goals on an annual basis for the agencies. Agency turnover is analyzed on an annual basis and an executive summary is prepared providing the turnover rate as well as trends revealed through the data and exit interviews with staff. Employees are also surveyed on an annual basis to measure satisfaction and engagement. This is done to ensure on-going communication and to provide the agencies with staff input regarding not only what is viewed positively but to determine any core areas of concerns that may exist so the agency can address and evaluate what strategies, plans, or changes may be appropriate to address these.

### **References:**

PROCEDURE

### **Employee Satisfaction**

1. Annually the agencies conduct an employee survey which is focused on satisfaction resulting from employee engagement.
2. The surveys are sent to all employees, via an on-line tool and the data is collected and consolidated by the Human Resources Manager including an executive summary report. These are provided to the Chief Executive Officer and Vice President of Operations for initial review and questions.
3. The consolidated results for each agency are then presented to the Executive Team. This group evaluates the results and considers recommendations, plans and strategies to address any major concerns or trends expressed.
4. The consolidated results for each agency are shared with the Executive team member or designee of this agency by the Chief Executive Officer and/or the Human Resources Manager. This protocol is employed for the BFP FOA.
5. Annually these results, observations and any specific strategies to address trends are also presented to the Board of Directors for each agency.
6. The Human Resources Manager presents the consolidated results of the agency survey to these employees at an all staff meeting after the material has been presented to the Board of Directors.

7. Annually, the summarized responses of the survey are presented to all staff at an agency staff meeting where recommendations and suggestions are solicited.
8. Annually the Chief Executive Officer determines the target satisfaction goal for the new year for each agency.

### **Staff Retention**

1. Staff turnover is determined and evaluated on an annual basis by the Human Resources Manager. Depending on agency activities, market conditions or other variables, this may be done on a more frequent basis.
2. The Human Resources Manager provides an executive summary to the Chief Executive Officer and Vice President of Operations by agency which provides the consolidated agency turnover, delineates the "voluntary" and "involuntary" turnover and that which is considered "controllable" and "non controllable."
3. The report also provides information on trends that surfaced during the analysis of the data and from the combined voluntary exit interviews conducted.
4. This information is then disseminated to the Executive Team where actions are devised to address "controllable" turnover for the new year. Turnover data for the BFP FOA evaluated by the Chief Executive Officer, Vice President of Operations, Human Resources Manager and Brevard C.A.R.E.S. A similar protocol is employed with Family Allies and any other agencies under the BFP control group.
5. Members of the BFP Executive Team may also share this information with their management staff to address areas identified as needing improvement and to develop plans and strategies to improve specific "controllable" areas or trends.
6. Annually the Chief Executive Officer and Vice President of Operations determines the target retention goal for the New Year for each agency.

BY DIRECTION OF THE CHIEF EXECUTIVE OFFICER:



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PHILIP J. SCARPELLI  
Chief Executive Officer  
Brevard Family Partnership Family of Agencies

APPROVAL DATE: 2/7/2020