



Maryland Intentional Overtime and Credentialing Programs Comprehensive Evaluation

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Prepared for SEEC and all participating organizations.

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Executive Summary

Effective support for people with intellectual and developmental disabilities (IDD) relies on the presence of competent, qualified, and dedicated direct support staff. These professionals play a crucial role in helping people with IDD lead fulfilling lives within their communities. By offering competency-based training and ensuring a skilled workforce of Direct Support Professionals (DSPs), we can deliver sustainable long-term services and supports for the IDD population. DSPs utilize a wide range of skills in various settings to enhance people's personal and professional experiences in their communities. They offer personalized support in areas such as fostering relationships, medical assistance, employment support, transportation, community living, wellness, habilitation, and skill-building, among others. DSPs act as bridges between community engagement and isolation, empowering people to lead self-directed lives with meaning.

The demand for direct support is at an all-time national high (Bureau of Labor Statistics, BLS, 2021). Despite the rewards associated with this line of work, there is a persistent issue of high turnover rates due to inadequate compensation and benefits. In Maryland, for example, the statewide annual turnover rate for DSPs was 42.9% in 2019, with full-time and part-time vacancies at 8.7% and 16.4%, respectively (National Core Indicators, 2020). In 2020, turnover decreased to 36.1%, but full-time vacancies remained at 12.7% and part-time vacancies at 19.1% (National Core Indicators, NCI, 2022).

It is crucial to prioritize competency-based training to foster the professional development of DSPs and to address the challenges faced by this essential workforce in terms of compensation and benefits. Using an approach that targets training and compensation, we can enhance retention rates, promote job satisfaction, and ultimately deliver better outcomes for people with IDD.

In Maryland, several provider organizations collaborated to develop two such intensive intervention programs for DSPs – credentialing and intentional overtime. Credentialing is a retention strategy designed to provide DSPs opportunities to gain enhanced skills and to prepare them for leadership roles within their organizations. Intentional Overtime (IOT) is a retention strategy designed to provide DSPs a guaranteed amount of overtime to ensure they are working those additional hours for their main employer and thus are less likely to work a second job for another provider. IOT results in better work-life balance for DSPs and, during the COVID-19 pandemic, proved to reduce cross-exposure and potential transmission of the virus as well as to provide staff consistency for people receiving supports.

Employees who completed the DSP II credential had higher tenure, lower turnover and higher wages when compared to non-credentialed staff. Employees who participated in the intentional overtime program had higher tenure, lower turnover and increased wages when compared to those who were not participants. Both interventions evaluated for this project show tremendous promise in increasing wages, tenure, and opportunity for DSPs and Frontline Supervisors (FLS). Participants in each program reported positive outcomes for both themselves as employees as well as for the people with intellectual and developmental disabilities to whom they provide support. Efforts to expand the use of these interventions throughout the state and nationally should be pursued.

Background

The Direct Support Workforce in Maryland and the U.S.

Effective support for people with intellectual and developmental disabilities (IDD) relies on the presence of competent, qualified, and dedicated direct support staff. These professionals play a crucial role in helping people with IDD lead fulfilling lives as members of their communities. DSPs utilize a wide range of skills in various settings to enhance people's personal and professional experiences in their communities. They offer personalized support in areas such as fostering relationships, medical assistance, employment, transportation, community living, wellness, habilitation, and skill-building, among others. DSPs act as bridges between community engagement and isolation, empowering people to lead self-directed lives with meaning.

Given their day-to-day contact, DSPs have a unique professional relationship with the people they support. DSPs fulfill various roles that can be compared to those of teachers, physical therapists, counselors, nurses, psychologists, occupational therapists, dietitians, chauffeurs, and personal trainers, among others. Despite the overlap with many licensed professional roles, no national or statewide credentialing program has been adopted and implemented for the direct support workforce in Maryland. However, several national and state DSP-specific competency sets have been identified and refined over the past 20 years to support and recognize the valuable work of DSPs.

The DSP workforce is diverse. According to the 2020 National Core Indicator Staff Stability Survey (now called State of the Workforce, or SoTW Survey), agencies across United States reported that DSPs were primarily female (71.3%). Over one-third (38.0%) were White, 37.3% identified as Black or African American, 5.6% Hispanic, 1.9% Asian, 1.4% more than one race/ethnicity, 1.0% Pacific Islander, and 0.8% for American Indian or Alaska Native and Other, respectively. Fifteen percent (15.4%) of DSPs had been employed less than 6 months, 14.3% between 6 to 12 months, 18.7% between 12 to 24 months, 12.5% between 24 and 36 months, and 39.0% 36 months or more. FLSs were also largely female (75.7%); however, they were more likely to be White (46.0%) compared to DSPs. Additionally, 33.6% of Frontline Supervisors (FLSs) identified as Black or African American, 5.1% Hispanic, 2.1% Asian, 1.2% more than one race/ethnicity, 1.0% American Indian or Alaska Native, and 0.8% Pacific Islander and Other, respectively (National Core Indicators, NCI, 2022).

In Maryland, DSPs were also primarily female (70.6%). Over two-thirds (65.3%) were Black or African American, 21.6% White, 1.8% Other, 1.5% Hispanic, 1.2% more than one race/ethnicity, 0.6% Asian, 0.1% for American Indian or Alaska Native and Pacific Islander, respectively. Thirteen percent (13.8%) of DSPs had been employed less than 6 months, 13.6% between 6 to 12 months, 18.3% between 12 to 24 months, 12.8% between 24 to 36 months, and 41.5% 36 months or more. FLSs were also largely female (72.6%). Nearly two-thirds (61.4%) identified as Black or African American, 28.3% White, 1.9% Other, 1.3% Asian, 1.0% more than one race/ethnicity, 0.8% Hispanic, 0.6% American Indian or Alaska Native, and 0.1% Pacific Islander (NCI, 2022).

DSP Workforce: Importance and Challenges

High demand

The demand for direct support is at an all-time national high (BLS, 2021). Nevertheless, compensation and benefits fall short of levels needed to keep DSPs in their jobs. While this work is often rewarding, there is a high turnover rate. The statewide annual DSP turnover rate in Maryland was 42.9% with full-time vacancies at 8.7% and part-time vacancies at 16.4% in 2019 (National Core Indicators, NCI, 2020) and 36.1% with full-time vacancies at 12.7% and part-time vacancies at 19.1% in 2020 (NCI, 2022). Of those DSPs who left their job in 2019, 30.4% had been employed for less than six months, and 44.0% had been with the organization for more than 12 months. Of those DSPs who left their job in 2020, 22.7% had been employed for less than six months, and 48.0% had been with the organization for more than 12 months.

Low wages

While DSPs are in high demand, the wages paid make it difficult to recruit job seekers into these roles. The average hourly wage of DSPs in Maryland was \$13.31 in 2019, and the average starting DSP wage was \$12.55 (NCI, 2020). For 2020, the average hourly wage of DSPs was \$13.97, and the average starting DSP wage was \$13.20 (NCI, 2022). The breakdown of average wages by setting where supports were provided is in Table 1. These wages are significantly less than those of workers in other health and human services sectors, such as Certified Nursing Assistants. For a high percentage of DSPs, low wages contribute to the need to work a second job.

Table 1. Statewide DSP wages in Maryland by setting type						
Maryland	Average Starting Hourly Wage	Average Hourly Wage	Std. Deviation	Median Hourly Wage	Minimum Average Hourly Wage	Maximum Average Hourly Wage
2019						
All DSPs	\$12.55	\$13.31	\$2.02	\$13.25	\$10.49	\$23.08
DSPs providing residents supports	\$12.25	\$12.84	\$1.04	\$12.80	\$11.00	\$15.75
DSPs providing in-home supports	\$12.42	\$12.90	\$1.11	\$13.00	\$11.25	\$16.18
DSPs providing non-residential supports	\$12.75	\$13.65	\$2.66	\$13.24	\$10.97	\$25.33
2020						
All DSPs	\$13.20	\$13.97	\$2.32	\$13.65	\$11.00	\$27.65

Table 1. Statewide DSP wages in Maryland by setting type						
	Average Starting Hourly Wage	Average Hourly Wage	Std. Deviation	Median Hourly Wage	Minimum Average Hourly Wage	Maximum Average Hourly Wage
Maryland						
DSPs providing residents supports	\$12.73	\$13.48	\$1.39	\$13.42	\$11.00	\$17.08
DSPs providing in-home supports	\$12.92	\$13.60	\$1.34	\$13.74	\$11.00	\$17.08
DSPs providing non-residential supports	\$13.27	\$14.31	\$2.62	\$13.76	\$11.00	\$27.65

* Source: National Core Indicators Staff Stability Survey 2019 and 2020.

Access to affordable benefit

An important strategy to ensure DSP retention is to offer benefits that are actually used by employees. In 2019, 29.4% of participating Maryland organizations offered pooled paid time off (PTO) to some or all DSPs. For those not using PTO, 93.1% offered paid sick time, 84.2% offered paid vacation, and 45.6% offered paid personal time off. Additionally, 89.3% offered health insurance and 83.1% offered dental insurance to some or all DSPs (NCI, 2020). In 2020, 18.1% of participating Maryland organizations offered PTO to some or all DSPs. For those not using PTO, 92.4% offered paid sick time, 84.6% offered paid vacation, and 48.1% offered paid personal time off. Additionally, 85.9% offered health insurance and 82.1% offered dental insurance to some or all DSPs (NCI, 2022). Offering paid benefits was consistent in 2019 and 2020 with high percentages of participating Maryland organizations offering their employees access to paid benefits. While this is encouraging, it is also important to understand the usage of these benefits by employees.

Limited training and professional development

Qualified DSPs and a stable workforce are critical when providing long term services and supports for the IDD population. DSPs support people in a variety of settings, utilizing a breadth of skills to enhance people's personal and professional experiences in their communities. Competency-based training is critical for the professional development of a DSP. These competencies can vary based on the DSP role; however, the core competencies address: personal empowerment, communication, assessment, community and service networking, facilitation of person-centered services, community living skills and support, education, training and self-development, advocacy, vocational, education and career support, crisis prevention and intervention, organizational participation, documentation, building and maintaining friendships and relationships, person-centered supports, and supporting health and wellness.

Unfortunately, DSPs are not routinely provided adequate training opportunities to develop skills based on these core competencies. One common reason that DSPs leave their jobs is that they do not have a clear understanding of the complexities and high demands of their position and do not feel well supported and coached. For this reason, adequately training DSPs is an important retention strategy.

In response to many of these challenges, several Maryland provider organizations collaborated to develop and implement two intervention programs designed to address the challenge of retention and the need to develop career pathways for DSPs within their organizations. Credentialing is a retention strategy that provides DSPs opportunities to seek further professional development to gain skills, higher wages, and to prepare for leadership roles within their organizations. Intentional Overtime (IOT) is a retention strategy designed to provide DSPs a guaranteed amount of overtime with one, primary employer. This intervention seeks to provide a livable annual wage, reduce the need for a second job, and provide DSPs with better work-life balance.

DSP II Collaborative

The development of the DPS II Collaborative (Maryland Direct Support Professional Training Consortium) was initiated by SEEC, a Maryland provider organization. This program was designed to address the growing need to attract and retain a skilled DSPs workforce and to develop leaders within organizations and in the field through training and credentialing. SEEC invited other Maryland providers to join them in developing and implementing the DSP II training. Agencies who formed the Maryland Direct Support Training Consortium included SEEC, Jubilee Association, Compass, Inc., Spring Dell Center, The Arc Howard County, and later Ardmore Enterprises. Not long after the DSP II program evolved, SEEC decided to use it as a benchmark for their completers to participate in their Intentional Overtime (IOT) program. The onset of the COVID-19 pandemic exacerbated the workforce challenges experienced by these Maryland organizations; vacancies increased because many DSPs left their positions, and the need to limit exposure necessitated the use of overtime. As a result of these common issues, SEEC along with participating organizations developed a community of practice regarding intentional overtime. Several agencies participated in both the DSP II training and the intentional overtime initiative. Other agencies chose to participate in either the DSP II training or IOT but not both.

In the Fall of 2020, SEEC hired staff of the University of Minnesota's Institute on Community Integration, Research and Training Center on Community Living to conduct an evaluation of the DSP II and Intentional Overtime interventions. Shortly after the beginning of the project, the COVID-19 global pandemic hit and delayed the evaluation implementation by over a year. During that time, additional organizations decided to participate in the evaluation and/or in a learning community. It is important to note that the organizations that joined were not necessarily implementing DSP II or credentialing, but those that were not had an interest in doing so. In total, there were seven participating organizations. Of these, Makom (previously JFGH), SEEC, and Jubilee had fully implemented at least one of the interventions and were able to participate in all activities and provide the needed data. Other organizations that engaged in the community of practice by sending DSP learners to the DSP II training were The Arc Montgomery County, Rock Creek Foundation, and Ardmore Enterprises. The latter group of organizations attended monthly meetings and contributed to dialogue on how they were using or planning to use one or both interventions and best practices. However, these organizations were not able to provide complete data and thus were not included in the analyses. The time demand, data reporting capacity within organizations, lack of staff resources and the ongoing challenges posed by the COVID-19 pandemic were challenges to participating in this study. That said, all organizations made impactful contributions to this evaluation and the future of DSP workforce development in Maryland.

COVID-19 Pandemic and Implications for DSP Workforce

Nationally, the COVID-19 pandemic affected the direct support workforce in many challenging ways. Twenty-four months after the onset, 32% of DSPs reported that they were working 16+ additional hours per week and 35% reported working 1-15 additional hours and 59% of DSPs reported they felt increased pressure to pick up additional hours (Pettingell et al., 2022). DSPs also reported health and wellness challenges with 56% reporting having anxiety, 55% reporting burnout, 43% having sleep difficulties, 40% depression; 25% indicated they had lost a loved one due to the pandemic, and 21% reported health complications. Additionally, 47% of DSPs responded that their work-life balance had worsened (Pettingell et al., 2022). DSPs also reported significant changes in the lives of people they supported and within their places of employment, changes that were still a reality 24 months into the pandemic. For example, 73% of DSPs reported that people were not going into the community nearly as much, 68% reported that people supported were bored, 56% reported seeing increased anxiety, mood swings and depression with the people supported, 53% experienced decreased exercise and 46% reported people being lonely (Pettingell et al., 2022).

There were also positive aspects of the DSP experience during COVID-19. In a recent study of DSPs during the pandemic, those in MD reported an average wage of \$14.48, and as of July 2021, 28% reported having received salary increase or augmentation due to continuing to provide services during the pandemic. Of those receiving extra pay, 35% received a lump sum bonus, 56% received \$2.00 an hour or less and 9% received more than \$2.01 (Hewitt et al., 2021). Additionally, 59% of DSPs indicated they learned to use new technology and 50% reported that such learning was a positive experience.

In 2019, during the time of initial data collection for this evaluation, the unemployment rate had decreased, and competition for workers in other entry level positions had increased. By 2020 when the pandemic hit, recruitment was even more challenging as unemployment skyrocketed, DSPs left positions and people did not necessarily want high risk jobs for which they were paid low wages. As such, evaluating effective methods to stabilize the workforce, increase the competence and skills of DSPs, and to create career pathways to retain quality DSPs in the field was needed more than ever. Models of implementation and lessons learned from organizations and inter-organizational collaboratives already implementing credentialing programs as well as those using intentional overtime, can provide a basis for scaling to a statewide credential program.

Aims of This Evaluation

This report contains a comparative analysis of seven provider organizations participating in various ways in the DSP II Collaborative and Intentional Overtime Programs in the state of Maryland. The aims of the evaluation were to:

1. Describe the interventions and how they were used within each of 7 distinct organizations and the context of those organizations.
2. Identify whether the DSPs who participated in the DSP II program, IOT program, or both, had greater tenure and higher wages than those who did not participate.
3. Identify common themes across the individual organizations to inform the implementation of the DSP II or IOT programs in other Maryland organizations.

Credentialing – Definition, Purpose, and Content of Related Instruction

The DSPII credentialing program was designed and implemented by the Maryland Direct Support Training Consortium, a collaborative of provider organizations who joined together to provide access to competency-based training to support the workforce within their respective organizations. The DSPII training program uses a hybrid instructional design. It combines a series of interactive online courses, in-person classes, discussion, and assignments which align with the core competencies from the College of Direct Support (CDS) and the National Alliance for Direct Support Professionals (NADSP) credentialing program. Active learning using a cohort model encourages engagement, learning from one another, problem solving together and building a deeper understanding of their role as a DSP. Although the program design included in-person and asynchronous online courses, during the COVID-19 pandemic, the in-person classroom instruction moved online via the Zoom platform. That said, there are advantages of developing expertise in virtual training as it provides opportunities for DSPs from geographically diverse areas of the state to come together for training in a cohort and reduces travel time and costs for some. As of 2023, training returned to an in-person classroom format, but the consortium utilizes virtual instruction for the flexibilities noted above.

Below is an overview of how the DSPII training program was developed and implemented within the participating organizations:

1. SEEC formed a consortium of organizations to develop and implement the DSPII and other training programs. The initial consortium included SEEC, Compass Inc., Jubilee Association of Maryland, Spring Dell Center, The Arc Howard County, The Maryland Developmental Disabilities Administration, the Maryland Association of Community Services, and Maryland Department of Labor. The MDDSP consortium recruited learners from other MD provider organizations. Those organizations who sent learners to the trainings included Rock Creek Foundation, The Arc Montgomery, The Arc Southern Maryland, Appalachian Crossroads, New Horizons, Ardmore Enterprises, and Chesapeake Center, and ChesterWye. Ardmore, Chesapeake Center and ChesterWye formally joined the consortium as well.
2. A Memorandum of Understanding (MOU) was created describing the commitments and responsibilities of participating agencies. This was developed in collaboration with the participating organizations to assure that the logistics of developing and implementing a DSP II credentialing program were well-defined.
3. Funding for development and implementation was obtained from the Maryland Department of Labor's EARN Maryland program, which supports initiatives to increase career pathways and higher wages.
4. SEEC developed the overall instructional design and curriculum for the DSP II training, ensuring that it aligned with the CMS core competencies. SEEC integrated College of Direct Support course content and mapped out the interactive and applied learning components for the classroom and on the job experiences. This was reviewed by participating organizations for their approval or requested modifications.
5. Cohort 1 (pilot) of the program was held with 24 learners from five of the consortium agencies. Most of these initial learners were Frontline Supervisors or other administrators. This was intentional so that they were prepared to supervise future DSPIIs and to offer an opportunity

for them to provide feedback on the relevance, reliability, and practicality of the DSP II curriculum content.

6. A Curriculum Review Committee that included credentialed DSP was created. In 2021-2022. This workgroup made refinements and recommendations to items such as the number of lessons, feedback on activities, recommendation of class size, clarity of assignments etc.
7. A mentoring curriculum was included in the first two DSP II cohorts. Following this, it was moved to a separate training program available to those with the DSP II credential who wanted to become mentors to others.
8. After each cohort, refinements of the program took place and most consortium agencies hosted or co-hosted cohorts. Additionally, the consortium recruited many learners from non-consortium agencies across Maryland to join in the training.
9. Train-the-Trainer curriculum designed to teach instructors of the DSP II curriculum how to teach the content most effectively in a cohort model was developed and piloted.
10. Cohorts 7 and 8 shifted to virtual live classes due to the pandemic. Further refinements were made to curriculum and materials to adapt to the virtual (Zoom) environment.
11. To help mitigate some of the many challenges DSPs faced during the pandemic, the DSP II training added an introductory technology session, created a Technology Guide specific to the class, and added optional early morning or early evening Zoom support sessions where participants could work on assignments collaboratively or review concepts.
12. A Google site with course materials and resources called “The Learner Hub” was created. Technological training and support were also offered to learners on how to access and use these materials as well as how to navigate a virtual classroom and conduct online research.
13. In addition to continuing to offer the training, a current focus is expanding the Train-the-Trainer component and creating a “toolkit” for agencies to implement the program on their own.

The DSP II curriculum includes several components and is built around the national core competencies created by the Centers for Medicare and Medicaid Services (CMS). The Learner Hub helps DSP learners navigate the training. The hub is designed to make participation in the credentialing program easier for the participants. It includes the following components:

- general announcements (e.g., dates/times of upcoming course sessions),
- a link to DirectCourse offered through Elsevier which is the online curriculum used in the program,
- a link to a resources page that includes:
 - digital copies of the course Workbook and class PowerPoints
 - additional resources on the following training topics: abuse and neglect, active listening, advocacy and empowerment, community inclusion, delivering care, ethics, goal setting, leadership skills, mentoring and coaching, mindfulness, person centered planning, relationships and intimacy, resilience, and stress management, succeeding in an online class, time management and trauma informed care,
 - technology helpful hints
 - Elsevier/DirectCourse helpful hints

- Contact information for the program coordinator who is identified as a person who can help learners
- a link to all of the DSP II assignments that describes the assignment and instructions for completing, examples and a portal for submission and grading criteria
- a link to identify graduates and mentors
- help button
- ideas button through which learners can provide feedback

The content for the DSP II curriculum builds from the DSP I competencies. For each DSP II Cohort there is a learning management page in the hub. The workbook, assignments, and class presentations are available to the learners in that cohort. There is also a workbook supplement that learners can download and use to organize their learning program. This supplement includes schedules, assignment due dates, and “to do” lists for each week.

The College of Direct Support and College of Frontline Supervision and Management courses that are assigned to each learner include:

- (CDS) Individual rights and choice: Overcoming a past of barriers and restrictions
- (CDS) Civil rights and advocacy Challenges and strategies for exercising rights
- (CDS) Civil rights and advocacy: Disability rights and legislation
- (CDS) Civil rights and advocacy: Your role in effective advocacy
- (CDS) Introduction to developmental disabilities: A brief history
- (CDS) Supporting healthy lives: Care of common health conditions
- (CDS) Supporting healthy lives: Working with healthcare professionals
- (CDS) Person centered planning: Foundations
- (CDS) Person centered planning: The person centered planning process
- (CDS) Person centered planning: Bringing person centered plans to life
- (CDS) Safety: Balancing risk with individual safety and choice
- (CDS) Safety: Personal safety
- (CDS) Safety: Individual safety plans
- (CDS) Community Inclusion: Community bridge building and networking
- (CDS) Community Inclusion: Natural supports
- (CDS) Community Inclusion: Matching community resources with individual interests
- (CDS) Community Inclusion: The DSP role in community inclusion
- (CDS) Employment supports for people with disabilities: Exploring individual preferences for job attainment
- (CDS) Employment supports for people with disabilities: Introduction to employment supports
- (CDS) Positive behavior supports: Behavior support plans
- (CDS) Positive behavior supports: Preventing challenging behavior
- (CDS) Positive behavior supports: Understanding positive approaches
- (CDS) Cultural Competence: What is cultural competence?
- (CFSM) Business practices and organization development: Writing SMART goals

The Learner Hub also includes similar information and resources for the Mentor and Train the Trainer programs which were not included as a component of this evaluation.

Intentional Overtime – Definition and Purpose

Intentional Overtime Program (IOT) was described and implemented as a program called “One Job”. One Job refers to a program in which DSPs can maintain one role/position as a DSP for one primary organization, instead of working at multiple locations or for multiple providers. This collaborative effort by the Maryland agencies developed into a partially sustainable program. One Job is the basis for an intentional overtime program that pays a higher wage, guaranteeing 50 hours per week, and creates greater work-life balance. One Job was expanded amidst the COVID-19 pandemic to protect DSPs as well as the people they support by reducing exposure as much as possible. These DSPs were also offered live-in models of support to assure that the transmission of the disease would be limited. Live-in models were adopted by many of the Maryland agencies in 2020 as a matter of strategic survival. An added benefit of IOT proved to be consistency of staffing for people receiving supports, which was helpful during a highly stressful period. It should be noted that factors associated with the pandemic also had implications on hours worked per week by each DSP in the One Job program with many DSPs working far more than 50 hours per week.

Participating Organizations

The participating organizations that provided data for this report included: *SEEC, Makom* (previously known as JFGH), *Jubilee Association of Maryland, Rock Creek Foundation, The Arc Montgomery County, Compass, Inc.* and *Ardmore Enterprises*. Participation and completion of the various components of the evaluation varied by organization. This was due in part to the timing and ramification of the COVID-19 pandemic, data collection burden and the variation in what interventions were used by the organization and how long they had been implemented.

Method

Data were collected between January 2019 and June 2021. Several methods were used to inform the evaluation findings and are described below. Interviews began early in 2019. Workforce data were reported for two years: July 1, 2019, to June 30, 2020, and July 1, 2020, to June 30, 2021.

Case Studies of Organizations

Participating agencies were asked to provide contacts for a primary liaison for the evaluation regarding their use of the Credentialing and IOT programs. A preliminary survey (Maryland Intentional Overtime Comparative Analysis Descriptive Information) was sent to each agency to outline the descriptive information of their organization and level of involvement in each program. Coordinators were asked to provide a series of discovery documents that included: provider information and contact of key personnel, mission, and intentions for participation in the DSP II and IOT efforts, marketing information, training materials, program types and participants, and organizational data regarding wages, demographics, overtime, turnover, benefits, and DSP vs Frontline Supervisor (FLS)

breakdowns for program completers and non-completers. Organizations that were in full participation were able to provide most of the requested data. These organizations committed to completing structured interviews with management staff to provide perspectives on their program engagement and outcomes. These structured interviews were followed by DSP interviews to address the qualitative data and experience in participation of each program (DSP II and IOT). Organizations that were not able to provide the requested quantitative data were partial participants and were engaged in qualitative data collection (DSP interviews or administrative structured interviews) and monthly meetings throughout the evaluation timeframe.

Structured Interviews with Organizations

Each organization was asked to participate in a structured interview during the early stages of the evaluation. These interviews lasted approximately 1.5 hours. The protocol for the structured interviews included a series of questions about the organization's history, structure, core services and basic demographics. These were followed by a series of program-related questions addressing service types, requirements, or prerequisites for participation in IOT and DSP II programs, incentives for successful completion and costs associated with both programs, and short- and long-term effects of their utilization. The goal of these interviews was to collect basic information about participating providers and generate a baseline for their participation and utilization of the programs.

Interviews with DSPs

The evaluation of the IOT and credentialing programs included interviews conducted with DSPs who participated in the programs. DSPs were identified by the organization, and inclusion criteria was simply that they had completed the DSP II program and/or were active participants in the IOT program. Participants in each program were interviewed about their experience and the impact it had on their work and personal well-being. Interviews were conducted over the span of 6 months, and 15 DSPs were interviewed across the three fully participating organizations. The majority of respondents were in either the IOT or the credentialing program, and 2 respondents participated in both programs. Interviews were intended to identify stories and experiences about each program and how the DSP II credential and/or IOT impacted the DSP's work performance, the lives of the people to whom they provided support, and the positive and negative challenges of engaging with their respective programs. Each interview was recorded and transcribed to be reviewed by researchers in the determination of common themes and stories, and to summarize the impact of IOT and credentialing programs on the workforce.

Key questions in the DPS interviews included:

- What did your organization do to support your competition of the DSP II credential or participation in the IOT program?
- How has your job changed, or how have you developed as a DSP?
- What keeps you at your organization?
- How did your experience with the program(s) affect your ability to provide support through COVID-19?
- What are your greatest challenges working as a DSP?

- What are the positive impacts of the DSP II and IOT programs?

Workforce Outcomes

Data collection on workforce outcomes and other related workforce information was conducted for each of the participating organizations on their entire staff. Where appropriate, it was also collected for comparisons on staff who were DSPII credentialed versus those who were not and/or those in the Intentional Overtime program versus those who were not.

A standardized instrument, the DSW Solutions Organization Workforce Assessment, was used to collect quantitative data from organizations to compare DSP II credential program participants with non-participants and IOT participants with non-participants in the same job role (i.e., DSPs, FLSs). Data on employee retention, turnover (crude separation rate), vacancy rates, and wages were collected. Data reported were from July 1, 2019, to June 30, 2020, and July 1, 2020, to June 30, 2021, unless otherwise noted. Turnover, tenure, and wages of employees who participated in the credentialing program and those who did not, and those who participated in the IOT program and those who did not were examined separately. Organizations were also asked to provide the number of people who receive services and supports in the organization, and the number of DSP and FLS positions (full-time, part-time, and vacancies) in the organization. Organizations provided the number of employees who have completed the credentialing program and the number in the IOT program in the organization.

The following formulas were used to calculate annual turnover, early turnover (within 0-6M of hire), voluntary and involuntary turnover, and vacancy:

$$\frac{\text{\# leavers in prior yr}}{\text{\# of positions}} \times 100$$

$$\frac{\text{\# leavers within 0–6M of hire in prior yr}}{\text{\# leavers in prior year}} \times 100$$

$$\frac{\text{\# voluntary leavers in prior yr}}{\text{\# leavers in prior year}} \times 100$$

$$\frac{\text{\# involuntary leavers in prior yr}}{\text{\# leavers in prior year}} \times 100$$

$$\frac{\text{\# vacancies}}{\text{\# of positions}} \times 100$$

The number of positions in the organization consisted of full-time and part-time positions as well as the total number of vacancies reported. Turnover was considered separately between DSPs and FLSs in each organization. Credentialed and non-credentialed staff, and intentional overtime and non-intentional overtime staff were also analyzed separately.

The following formula was used to calculate average tenure of current employees by organization:

$$\frac{\text{total sum of months' tenure of all current dsp/fls}}{\text{total number of positions in the organization}} / 12 \text{ months}$$

The number of months of tenure was divided by 12 months, so that years rather than months could be reported. The number of positions in the organization here included full-time and part-time positions. Average tenure was calculated separately between DSPs and FLSs in each organization. Credentialed and non-credentialed staff, and intentional overtime and non-intentional overtime staff were also analyzed separately.

The following formula was used to calculate additional cost of overtime of DSPs and FLSs by organization:

$$\frac{\text{average dsp/fls hourly wage}}{2} \times \text{total \# OT hours in reporting period}$$

Organizations were asked to report the average starting and hourly wage for (1) all DSPs in the organization, (2) credentialed DSPs in the organization, (3) non-credentialed DSPs in the organization, (4) intentional overtime DSPs, and (5) non-intentional overtime DSPs. For FLSs, organizations could report starting and average salaries for all FLSs, full-time FLSs, and part-time FLSs.

Overview and Findings by Organization

This report provides descriptive information about seven DSPII Collaborative organizations and their DSP II Credential and IOT programs in the state of Maryland.

Fully Participating Organizations

Three organizations were able to fully participate by providing all needed data. These organizations reported the total number of people served and the settings in which they provided services, and the number of DSPs credentialed and the number of DSPs in their intentional overtime programs. These data are summarized in Table 2 based on the two data reporting periods (July 1, 2019, to June 30, 2020, and July 1, 2020, to June 30, 2021). Descriptive information about these organizations and their DSP II and IOT program participation is provided below.

Table 2. 2019 and 2020 organizational services and staff								
	SEEC		Makom		Jubilee		Total	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Agency Services								
Agency/Facility	--	no	yes	yes	--	yes	NA	NA
Family/Indiv homes	--	yes	yes	yes	--	yes	NA	NA
Job sites	--	yes	no	no	--	no	NA	NA
Other sites	--	yes	CBS	CBS	--	--	NA	NA

Table 2. 2019 and 2020 organizational services and staff								
	SEEC		Makom		Jubilee		Total	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
DSPs	121	120	269	201	--	251	390	572
DSP IIs	20	29	--	--	--	33	20	62
Non-DSP IIs	101	91	--	--	--	218	101	309
IOT DSPs	16	19	92	111	--	0	108	130
Non-IOT DSPS	105	101	141	82	--	251	246	434
FLSs	16	15	13	11	--	9	29	35

Note: These data were not available for Ardmore, Compass, Rock Creek or the ARC Montgomery. CBS (community-based services).

SEEC Findings

SEEC is a progressive nonprofit organization which provides a wide range of long-term services and supports to persons with IDD across central Maryland. As an organization, SEEC's goal is to provide the highest caliber of community-based, person-directed services through ongoing learning and reflection, strategic planning, and investing in the workforce development of all staff. SEEC did not report the number of people to whom they provided supports and services in 2019-2020 or 2020-2021. For 2020-2021, they provided services and supports in family or individual homes, job sites (e.g., community jobs), and other locations. These other sites included internship sites and a wide variety of community locations. They offered community-based 24-hour residential supports and services (e.g., supported living arrangement), less than 24-hour residential supports and services (e.g., semi-independent living services, supported living), in-home supports and services, non-residential community supports (e.g., adult day services, rehabilitative services, and medical supports), job or vocational services (e.g., supported employment, customized employment), and other services which included behavior support services.

SEEC conceptualized the DSP II credentialing program, sought funding for its development and implementation and evolved a joint provider effort to sustain it. Since the program's inception, SEEC has continued to engage its DSPs and FLSs in the training.

The Maryland Direct Support Training Consortium Advisory Committee has worked closely with the MD Department of Labor (DOL), specifically their workforce initiative "EARN Maryland," which has provided several years of seed funding for the DSP II credentialing program. A representative of Maryland DOL EARN Maryland sits on the MDDSP Advisory Committee. The initial credentialing cohort was comprised of 24 participants from 5 consortium provider agencies from across the state. The DSP II training was designed to include five monthly live classes that met for 4 hours, completion of 25 self-paced online courses offered through the College of Direct Support, 4 competency-based

assignments, and a final exam. MDDSP has also implemented an option of biweekly classes over the five-month program.

During the evaluation period, SEEC participated in both the credentialing and the IOT programs. SEEC was a full participant in the evaluation and was able to provide all core documentation and data requested. This included all discovery documents, surveys, interviews, and workforce outcome data. For July 1, 2020, to June 30, 2021, 19 DSPs participated in the IOT program. For credentialed DSPs, 29 were credentialed at the DSPII level, and 9 were additionally credentialed at the DSP Mentor level. Retention, wage/benefits, and additional cost of overtime for DSPs and FLSs are reported in Table 3. Turnover, tenure, wages, and additional cost of overtime hours for credentialed, non-credentialed, intentional overtime and non-intentional overtime DSPs are reported in Table 4.

Workforce Outcomes: Direct Support Professionals

As of June 30, 2020, SEEC had 121 DSP positions (91% full-time, 9% part-time, <1% temporary, independent contractors, and on-call; vacant positions were not included in calculations). As of June 30, 2021, SEEC had 120 DSP positions (94% full-time, 6% part-time; vacant positions were not included in calculations). An employee was considered full-time if they worked 40 hours per week. Employees working 30-39 hours were eligible for benefits and are included in the full-time totals. The percentage of staff credentialed at DSPII level among all DSP positions was 16% in 2019-2020 and 24% in 2020-2021. The percentage of DSPs in the intentional overtime program was 13% in 2019-2020 and 16% in 2020-2021.

DSP Turnover

The annual DSP turnover for July 1, 2019, to June 30, 2020 was 41%, and early turnover rate (within 6 months of hire) was 16%. Of all turnover, 56% was voluntary and 44% was involuntary for DSPs who left the organization during this reporting period. Vacancies were not reported. The annual DSP turnover for July 1, 2020, to June 30, 2021, was 28%, and early turnover rate (within 6 months of hire) was 18%. Of this turnover, 65% was voluntary and 35% was involuntary for DSPs who left the organization during this reporting period. Vacancies were not reported.

Annual turnover for credentialed DSPs was 0% and non-credentialed DSPs was 50% for July 1, 2019, to June 30, 2020. Credentialed DSP turnover was 3% and non-credentialed DSP turnover was 25% for the period July 1, 2020, to June 30, 2021. Early turnover for credentialed and non-credentialed DSPs was not applicable for credentialed DSPs and was 16% for non-credentialed DSPs for July 1, 2019, to June 30, 2020. Rates were 0% and 26%, respectively, for July 1, 2020, to June 30, 2021. Annual turnover for intentional overtime (IOT) DSP participants was 0% and non-intentional overtime (non-IOT) DSPs was 48% for the time period July 1, 2019, to June 30. IOT DSP participant turnover was 0% and for non-IOT participant DSPs it was 33% for July 1, 2020, to June 30, 2021. Early turnover for IOT and non-IOT DSPs was not applicable for IOT DSPs and was 16% for non-IOT DSPs for July 1, 2019, to June 30, 2020. Rates were not applicable for IOT DSPs and were 18% for non-IOT DSPs for July 1, 2020, to June 30, 2021.

DSP Tenure

DSP average tenure on June 30, 2020, and June 30, 2021, was 6.0 and 6.4 years, respectively. For credentialed DSPs, average tenure on June 30, 2020, and June 30, 2021, was 7.8 and 9.2 years,

respectively. For non-credentialed DSPs, average tenure on June 30, 2020, was 5.7 years, and June 30, 2021, was 5.6 years. For IOT DSPs, average tenure on June 30, 2020, and June 30, 2021, was 7.9 and 9.2 years respectively. For non-IOT DSPs, average tenure on June 30, 2020, and June 30, 2021, was 5.8 and 5.9, respectively.

DSP Wages

The average starting hourly wage for DSPs was \$14.25 and the average hourly wage was \$15.00 on June 30, 2020. The average starting hourly wage for DSPs was \$15.00 and the average hourly wage was \$16.00 on June 30, 2021. For credentialed DSPs, the average starting hourly wage was \$15.25 and the average hourly wage was \$16.95 on June 30, 2020. For non-credentialed DSPs, the average starting hourly wage was \$14.25 and the average hourly wage was \$15.00 on June 30, 2020. For credentialed DSPs, the average starting hourly wage was \$16.00 and the average hourly wage was \$17.00 on June 30, 2021. For non-credentialed DSPs, the average starting hourly wage was \$15.00 and the average hourly wage was \$16.00 on June 30, 2021. For IOT DSPs, the average starting hourly wage was \$15.93 and the average hourly wage was \$15.93 on June 30, 2020. For non-IOT DSPs, the average starting hourly wage was \$14.25 and the average hourly wage was \$15.00 for June 30, 2020. For IOT DSPs, the average starting hourly wage was \$17.82 and the average hourly wage was \$17.82 on June 30, 2021. Average starting and hourly wages were \$15.00 and \$16.00, respectively, for non-IOT DSPs on June 30, 2021.

DSP Additional Cost of Overtime

The additional cost of overtime hours for DSPs was \$56,856 for July 1, 2019, to June 30, 2020. The additional cost of overtime hours for DSPs was \$307,838 for July 1, 2020, to June 30, 2021. The additional cost of overtime hours for credentialed DSPs was \$14,221 for July 1, 2019, to June 30, 2020, and \$91,269 for July 1, 2020, to June 30, 2021. The cost of overtime hours for non-credentialed DSPs was \$44,271 for July 1, 2019, to June 30, 2020, and \$221,938 for July 1, 2020, to June 30, 2021. The cost of overtime hours for IOT DSPs was \$20,566 for July 1, 2019, to June 30, 2020, and \$168,729 for July 1, 2020, to June 30, 2021. The cost of overtime hours for non-IOT overtime DSPs was \$37,483 for July 1, 2019, to June 30, 2020, and \$156,342 for July 1, 2020, to June 30, 2021.

DSP Benefits

Between July 1, 2019, and June 30, 2020, DSPs were offered several benefits. One hundred percent of eligible DSPs were using paid sick leave for a cost of \$75,383. One hundred percent of eligible DSPs were using paid vacation for a cost of \$107,347. Health insurance was offered to DSPs. DSPs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible DSPs, 58% were enrolled in health insurance for a cost of \$676,120. Single coverage, single plus 1 coverage, and family coverage plans were offered to DSPs. Dental insurance was offered to DSPs. DSPs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible DSPs, 48% were enrolled in dental insurance for a cost of \$33,997. Single coverage, single plus 1 coverage, and family coverage plans were offered to DSPs. Retirement benefits were offered to DSPs. Of eligible DSPs, 32% were enrolled in retirement benefits for a cost of \$73,627. DSPs become eligible for the retirement package/plan on their hire date. Additional benefits offered to DSPs included paid holidays, short- and long-term disability, paid tuition and/or financial support for education, discounts at community businesses, health club memberships, wellness programming or classes, and other benefits not listed. These included FSA, UNUM, and STD.

Between July 1, 2020, and June 30, 2021, 100% of eligible DSPs were using paid sick leave for a cost of \$65,451. One hundred percent of eligible DSPs were using paid vacation for a cost of \$106,516. Of eligible DSPs, 53% were enrolled in health insurance for a cost of \$516,789. Single coverage, single plus 1 coverage, and family coverage plans were offered to DSPs. Of eligible DSPs, 56% were enrolled in dental insurance for a cost of \$20,156. Single coverage, single plus 1 coverage, and family coverage plans were offered to DSPs. Of eligible DSPs, 45% were enrolled in retirement benefits for a cost of \$69,797. Additional benefits offered to DSPs included paid holidays, short- and long-term disability, paid tuition and/or financial support for education, discounts at community businesses, health club memberships, wellness programming or classes, and other benefits not listed. These included FSA, Vol Life, Accident indemnity, Hospital indemnity, and Cancer/Critical Illness indemnity.

Workforce Outcomes: Frontline Supervisors

As of June 30, 2020, SEEC had 16 FLS positions (100% full-time). As of June 30, 2021, SEEC had 15 FLS positions (100% full-time; vacant positions were not reported). An employee was considered full-time if they worked 40 hours per week. Additionally, employees working 30-39 hours were eligible for benefits and are included in the full-time totals.

FLS Turnover

The annual turnover for July 1, 2019, to June 30, 2020, was 0%. There were no reported vacancies. The annual turnover for July 1, 2020, to June 30, 2021, was 20%, and early turnover rate (within 6 months of hire) was 0%. Voluntary and involuntary turnover were 33% and 67%, respectively, for FLSs who left the organization during this reporting period.

FLS Tenure

FLS average tenure was 8.8 years for the June 30, 2020, reporting period but for June 30, 2021, was 7.9 years.

FLS Salaries

The average starting salary for FLSs was \$48,000 and the average salary was \$52,721 on June 30, 2020. The average starting salary for FLSs was \$48,209 and the average salary was \$53,000 on June 30, 2021.

FLS Additional Cost of Overtime

The additional cost of overtime hours for FLSs was \$0 for July 1, 2020, to June 30, 2021. This information was not provided for July 1, 2019, to June 30, 2020.

FLS Benefits

Between July 1, 2019, and June 30, 2020, FLSs were offered several benefits. One hundred percent of eligible FLSs were using paid sick leave for a cost of \$16,540. One hundred percent of eligible FLSs were using paid vacation for a cost of \$22,078. Health insurance was offered to FLSs. FLSs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible FLSs, 100% were enrolled in health insurance for a cost of \$78,752. Single coverage, single plus 1 coverage, and family coverage plans were offered to FLSs. Dental insurance was offered to FLSs. FLSs needed to work at least 30

hours per week to be eligible for this benefit. Of eligible FLSs, 72% were enrolled in dental insurance for a cost of \$4,977. Single coverage, single plus 1 coverage, and family coverage plans were offered to FLSs. Retirement benefits were offered to FLSs. Of eligible FLSs, 33% were enrolled in retirement benefits for a cost of \$16,164. FLSs become eligible for the retirement package/plan on their hire date. Additional benefits offered to FLSs included paid holidays, short- and long-term disability, paid tuition and/or financial support for education, discounts at community businesses, health club memberships, wellness programming or classes, and other benefits not listed. These included FSA, UNUM, and STD.

Between July 1, 2020, and June 30, 2021, FLSs were offered several benefits. One hundred percent of eligible FLSs were using PTO for a cost of \$87,625. One hundred percent of eligible FLSs were using paid sick leave for a cost of \$16,569. One hundred percent of eligible FLSs were using paid vacation for a cost of \$87,625. Health insurance was offered to FLSs. FLSs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible FLSs, 65% were enrolled in health insurance for a cost of \$107,336. Single coverage, single plus 1 coverage, and family coverage plans were offered to FLSs. Dental insurance was offered to FLSs. FLSs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible FLSs, 59% were enrolled in dental insurance for a cost of \$1,988. Single coverage, single plus 1 coverage, and family coverage plans were offered to FLSs. Retirement benefits were offered to FLSs. Of eligible FLSs, 53% were enrolled in retirement benefits for a cost of \$10,534. FLSs become eligible for the retirement package/plan on their hire date. Additional benefits offered to FLSs included paid holidays, short- and long-term disability, paid tuition and/or financial support for education, discounts at community businesses, health club memberships, wellness programming or classes, and other benefits not listed. These included FSA, Vol Life, Accident indemnity, Hospital indemnity, and Cancer/Critical Illness indemnity.

Table 3. SEEC DSPs and FLSs Outcome Summary				
	2019-2020		2020-2021	
	DSPs	FLSs	DSPs	FLSs
N	121	16	120	15
Retention				
Turnover	41%	0%	28%	20%
Early Turnover	16%	--	18%	0%
Voluntary Turnover	56%	--	65%	33%
Involuntary Turnover	44%	--	35%	67%
Vacancy	--	0%	--	--
Tenure (years)	6.0	8.8	6.4	7.9
Overtime & Wages				
Additional Cost of Overtime Hours	\$56,856	--	\$307,838	\$0

Table 3. SEEC DSPs and FLSs Outcome Summary				
	2019-2020		2020-2021	
	DSPs	FLSs	DSPs	FLSs
Starting Wage/Salary	\$14.25	\$48,000	\$15.00	\$48,209
Average Wage/Salary	\$15.00	\$52,721	\$16.00	\$53,000
Benefits				
Paid Time Off (PTO)	no	no	no	yes
Paid Sick Leave	yes	yes	yes	yes
Paid Vacation	yes	yes	yes	yes
Health Insurance	yes	yes	yes	yes
Dental Insurance	yes	yes	yes	yes
Retirement Plan	yes	yes	yes	yes
Flexible Work Hours	no	no	no	no
Paid Holidays	yes	yes	yes	yes
Short-term Disability	yes	yes	yes	yes
Long-term Disability	yes	yes	yes	yes
Paid Tuition & Financial Support for Education	yes	yes	yes	yes
Childcare or Reimbursement	no	no	no	no
Discounts at Community Businesses	yes	yes	yes	yes
Health Club Membership	yes	yes	yes	yes
Wellness Programming or Classes	yes	yes	yes	yes
Other Voluntary Benefits	yes	yes	yes	yes

Table 4. SEEC DSP Credential and Intentional Overtime Outcomes Summary								
	2019-2020				2020-2021			
	Credentia l	Non- credential	IOT	Non- IOT	Credenti al	Non- credenti al	IOT	Non- IOT

N	20	101	16	105	29	91	19	101
Turnover	0%	50%	0%	48%	3%	25%	0%	33%
Early Turnover	--	16%	--	16%	0%	26%	--	18%
Tenure (years)	7.8	5.7	7.9	5.8	9.2	5.6	9.2	5.9
Cost of Overtime Hours	\$14,221	\$44,271	\$20,566	\$37,483	\$91,269	\$221,938	\$168,729	\$156,342
Starting Wages	\$15.25	\$14.25	\$15.93	\$14.25	\$16.00	\$15.00	\$17.82	\$15.00
Average Wages	\$16.95	\$15.00	\$15.93	\$15.00	\$17.00	\$16.00	\$17.82	\$16.00

Note: IOT stands for intentional overtime.

Turnover rates were significantly lower for credential and IOT participants when compared to non-participants in both years included in the evaluation period. Additionally, tenure was higher for credentialed and IOT DSPs for both years. Starting and average wages for credentialed DSPs were higher in both reporting years when compared to non-participants. This was also the case for IOT DSPs and non-IOT DSPs. The turnover rate within SEEC was higher in 2019-2020 but significantly lower in 2020-2021 than national (42.8% in 2019 and 43.6% in 2020) and MD state (42.9% 2019 and 36.1% in 2020) averages.

Barriers and Challenges Identified

The core barriers to implementation, coordination, and development of the credentialing and IOT programs stemmed from the COVID-19 pandemic. SEEC, like many organizations, has experienced various challenges throughout the pandemic, which manifested themselves as workforce shortages. Other challenges related to the credentialing programing included coordination to assure the educational process could flow and engaging a wide variety of learning styles amidst a primarily virtual form of learning. Participants described a variety of challenges, from personal responsibility and professional development to educational practice, learning styles, and availability. Most interviewed DSPs and FLSs reported that covering shifts, being over-worked, and accessing their personal lives were the main barriers to the completion of the DSP II credentialing program.

Jubilee Findings

Jubilee is a Maryland-based provider organization located in Kensington, MD, that supports 140+ adults with IDD. Their core services are group homes, supported living, and personal supports. Jubilee provided supports and services in agencies/facilities and family or individual homes. They provided supports and services to 140 individuals with disabilities in 2020-2021. They offered community-based 24-hour residential supports and services (e.g., group homes, supported living arrangement, supervised living facility), Agency Sponsored Family Care, less than 24-hour residential supports and

services (e.g., semi-independent living services, supported living), in-home supports and services (e.g., family support, home health care services, personal care services), non-residential community supports (e.g., adult day services, rehabilitative services, and medical supports), and other services. Of their DSPs, 43 were credentialed at the DSPII level and 17 at the DSP Mentor level. Turnover, tenure, wages and additional cost of overtime hours for DSPs and FLSs are reported in Table 5. Turnover, tenure, wages, and additional cost of overtime hours for credentialed and non-credentialed DSPs is reported in Table 6.

Jubilee participated in the Intentional Overtime (IOT) Program. Fifty-five hours of work per week were guaranteed to DSPs in this program, with a significant number of Jubilee staff working 60+ hours per week and some opting to work slightly less. Data were only collected for fiscal year FY 2020-2021. During that period, Jubilee employed roughly 250 DSPs, all of whom were eligible to participate in the IOT Program. However, at the time of data collection it was reported that none of their staff were yet participating in this program. This program was inspired by the growing need to support individuals in community while maintaining a safe and quality-driven model through the COVID-19 pandemic.

Jubilee also engaged in the DSP II Credentialing Program, with a cumulative total of 50 participants by the time data were collected and 45 successfully credentialed. Forty-four were still with the agency at the end of the study period, and 29 were still in direct support. The total number of staff who participated in the Credentialing Program during the evaluation period (FY2020/2021) was 33. Thirty of them stayed employed through the end of the evaluation period.

Workforce Outcomes: Direct Support Professionals

As of June 30, 2021, Jubilee had 251 DSP positions. An employee was considered full-time if they worked 30 hours per week. The percentage of credentialed DSP staff among all DSP positions was 13% in 2020-2021. Information was not available for overall DSP retention, cost of overtime and wages.

DSP Turnover

Annual turnover for credentialed and non-credentialed DSPs was 9% and 26%, respectively, for July 1, 2020, to June 30, 2021. Early turnover rates for credentialed and non-credentialed DSPs were 0% and 12% for July 1, 2020, to June 30, 2021.

DSP Tenure

For credentialed DSPs, average tenure on June 30, 2021, was 7.0 years. For non-credentialed DSPs, average tenure on June 30, 2021, was 4.2 years.

DSP Wages

For credentialed DSPs, the average starting hourly wage was \$16.00 and the average hourly wage was \$17.17 on June 30, 2021. For non-credentialed DSPs, the average starting hourly wage was \$14.76 and the average hourly wage was \$15.63 on June 30, 2021.

DSP Additional Cost of Overtime

The additional cost of overtime hours for intentional overtime DSPs was \$23,815 for July 1, 2020, to June 30, 2021. The additional cost of overtime hours for non-intentional overtime DSPs was \$144,867 for July 1, 2020, to June 30, 2021.

DSP Benefits

Between July 1, 2020, and June 30, 2021, DSPs were offered several benefits. Fifty-three percent of eligible DSPs were using paid sick leave for a cost of \$113,615. Paid vacation was offered with a cost of \$264,256. Health insurance was offered to DSPs. DSPs needed to work at least 30 hours per week to be eligible for this benefit. Of eligible DSPs, 26% were enrolled in health insurance for a cost of \$442,251. Single coverage, single plus 1 coverage, family and another type of coverage plans were offered to DSPs. Dental insurance was offered to DSPs. DSPs needed to work at least 20 hours per week to be eligible for this benefit. Of eligible DSPs, 29% were enrolled in dental insurance for a cost of \$18,379. Single, single plus 1, and family coverage plans were offered to DSPs. Retirement benefits were offered to DSPs. The cost of retirement benefits for July 1, 2020, to June 30, 2021, was \$475,365. DSPs become eligible for the retirement package/plan on their hire date. Additional benefits offered to DSPs included paid holidays, short- and long-term disability, paid tuition and/or financial support for education, and wellness programming or classes. They also offer some voluntary benefits, including additional life insurance and Aflac-like benefits and their gym reimbursement is open to both DSP and non-DSP staff.

Workforce Outcomes: Frontline Supervisors

As of June 30, 2021, Jubilee had 9 FLS positions (100% full-time; no positions were vacant). An employee was considered full-time if they worked 30 hours per week.

FLS Turnover

Annual turnover rate for July 1, 2020, to June 30, 2021, was 0%. The vacancy rate was 0%.

FLS Tenure

FLS average tenure was 4.5 years for June 30, 2021.

FLS Salaries

The average FLS starting salary was \$53,500 and average FLS salary was \$57,596 on June 30, 2020.

FLS Additional Cost of Overtime

The additional cost of overtime hours for FLSs was \$0 July 1, 2020, to June 30, 2021.

FLS Benefits

Between July 1, 2020, and June 30, 2021, FLSs were offered several benefits. Ninety-nine percent of eligible FLSs were using paid sick leave for a cost of \$8,037. Eighty percent of eligible FLSs were using paid vacation for a cost of \$7,392. Health insurance was offered to FLSs. FLSs needed to work 40 hours per week to be eligible for this benefit. Of eligible FLSs, 56% were enrolled in health insurance for a cost of \$33,024. Single coverage, single plus 1 coverage, and family coverage plans were offered

to FLSs. No FLSs are using the family coverage. Dental insurance was offered to FLSs. FLSs needed to work 40 hours per week to be eligible for this benefit. Of eligible FLSs, 88% were enrolled in dental insurance for a cost of \$3,464. Single, single plus 1, and family coverage plans were offered to FLSs. No FLSs were using the family coverage. Retirement benefits were offered to FLSs. The cost of retirement benefits for FLSs for July 1, 2020, to June 30, 2021, was \$17,728. FLSs become eligible for the retirement package/plan after working 12 months. Additional benefits offered to FLSs included flexible work hours, paid holidays, short- and long-term disability, paid tuition and/or financial support for education, discounts at community businesses, health club memberships, and wellness programming or classes.

Table 5. Jubilee DSPs and FLSs Outcomes Summary		
	2020-2021	
	DSPs	FLSs
N	251	9
Retention		
Turnover	--	0%
Early Turnover	--	
Voluntary Turnover	--	
Involuntary Turnover	--	
Vacancy	--	0%
Tenure (years)	--	4.5
Overtime & Wages		
Additional Cost of Overtime Hours	--	\$0
Starting Wage/Salary	--	\$53,500
Average Wage/Salary	--	\$57,596
Benefits		
Paid Time Off (PTO)	no	no
Paid Sick Leave	yes	yes
Paid Vacation	yes	yes
Health Insurance	yes	yes
Dental Insurance	yes	yes
Retirement Plan	yes	yes

Table 5. Jubilee DSPs and FLSs Outcomes Summary		
	2020-2021	
	DSPs	FLSs
Flexible Work Hours	no	yes
Paid Holidays	yes	yes
Short-term Disability	yes	yes
Long-term Disability	yes	yes
Paid Tuition & Financial Support for Education	yes	yes
Childcare or Reimbursement	no	no
Discounts at Community Businesses	no	no
Health Club Membership	no	yes
Wellness Programming or Classes	yes	yes
Other Voluntary Benefits	no	no

Table 6. Jubilee DSP Credentialed Outcomes Summary		
	2020-2021	
	Credentialed	Non-credentialed
N	33	218
Turnover	9%	26%
Early Turnover	0%	12%
Tenure (years)	7.0	4.2
Cost of Overtime Hours	\$23,815	\$144,867
Starting Wages	\$16.00	\$14.76
Average Wages	\$17.17	\$15.63

Jubilee's data reflects high retention rates, higher hourly wage, and more opportunity to expand their roles among the credentialed staff. These credentialed staff had more opportunities to move into leadership roles within their respective programs and within the company.

Barriers and Challenges Identified

The primary barriers to the development, coordination, and implementation of the Credentialing Program were reported as being availability of staff time to engage in the necessary learning tools, time necessary to complete assignments, increase in hours worked due to COVID-19, and low administrative bandwidth for providing access to courses on a regular basis. Although COVID-19 caused many challenges for providers to pursue credentialing, Jubilee has developed an active partnership with other Maryland organizations to support the time needed to participate in the Credentialing Program.

Makom Findings

Makom (previously known as JFGH or Jewish Foundation of Group Homes) has been in business for the last 40 years. Makom provides supports and services in agencies/facilities, family or individual homes, and other sites. They offer community-based 24-hour residential supports and services (e.g., group home, supported living arrangement, supervised living facility), less than 24-hour residential supports and services (e.g., semi-independent living services, supported living), in-home supports and services (e.g., family support, home health care services, personal care services), and other services (Community Based Services). They did not provide the number of people to whom they provided supports and services in 2019-2020 or 2020-2021.

Makom was a full participant in this evaluation and was able to provide all core documentation and data requested. This included all discovery documents, surveys, interviews, and workforce outcome data. In response to the COVID-19 pandemic and the need to reduce exposure and keep people supported and staff safe, Makom participated in the “one-job” or Intentional Overtime (IOT) Program by temporarily moving to a “live in” model. At the onset, all Makom staff were given an option of working in this new temporary model or choosing to stay home and not work (they were still paid their wage based on the typical number of hours worked pre-pandemic which was primarily funded by government loans). For this evaluation, the IOT group included those who chose the “live in” model, and the non-IOT group included those who were paid but stayed home and those not in the “live in” option. Fifty hours of work per week were guaranteed, however many staff worked 70 hours or more. At the time of the evaluation, they did not participate in the DSP II program.

Data were collected for two fiscal years – FY 2019-2020 and FY2020-2021. Makom employed 269 and 201, DSPs respectively. Throughout the period of 2019 to 2021, DSPs were offered the opportunity to enter the IOT (intentional overtime) program. In 2019-2020, there were 92 DSPs participating in the IOT program, and this grew to 111 DSPs in 2020-2021. The total number of DSPs across the company reduced to 201 during the same period due to workforce challenges through the pandemic.

Turnover, tenure, wages and additional cost of overtime hours for DSPs and FLSs are reported in Table 7. Turnover, tenure, wages, and additional cost of overtime for intentional overtime and non-intentional overtime for DSPs are reported in Table 8.

Workforce Outcomes: Direct Support Professionals

As of June 30, 2020, Makom had 269 DSP positions (63% full-time, 22% part-time, and 15% temporary, independent contractors, or on-call and 30 positions were vacant). There were 92 IOT positions (4 were temporary, independent contractors, or on-call) and 141 non-IOT positions (totaling 233). The non-IOT positions are people who remained as employees at Makom but stayed at home during the

pandemic and did not work in Makom programs (though they were paid their typical wages). As of June 30, 2021, Makom had 201 DSP positions (70% full-time, 18% part-time, and 12% temporary, independent contractors, or on-call; 37 positions were vacant). There were 111 IOT positions (16 were temporary, independent contractors, or on-call) and 82 non-IOT positions (totaling 193). It is important to note that not all the 92 and 111 were engaged in the live-in (which by default is the Makom version of IOT). That is, some of these employees worked overtime not because it was intentional, but the organization had no way of parsing this distinction in the data provided. An employee was considered full-time if they worked 30 hours per week. The percentage of DSPs in the intentional overtime program was 40% in 2019-2020 and 58% in 2020-2021.

DSP Turnover and Vacancy

The annual turnover rate for July 1, 2019, to June 30, 2020, was 18%, and early turnover (within 6 months of hire) was 11%. Voluntary and involuntary turnover were 78% and 22%, respectively, for DSPs who left the organization during this reporting period. The vacancy rate was 12%. The annual turnover rate for July 1, 2020, to June 30, 2021, was 19%, and early turnover (within 6 months of hire) was 0%. Voluntary and involuntary turnover were 40% and 60%, respectively, for DSPs who left the organization during this reporting period. The vacancy rate was 17%.

DSP Tenure

DSP average tenure on June 30, 2020, and June 30, 2021, was 5.5 and 7.3 years respectively.

DSP Wages

The average starting hourly wage for DSPs was \$15.65 and the average hourly wage was \$15.63 on June 30, 2020, and \$13.40 and \$16.19 for June 30, 2021.

DSP Additional Cost of Overtime

The additional cost of overtime hours for DSPs was \$445,096 for July 1, 2019, to June 30, 2020, and \$1,485,605 for July 1, 2020, to June 30, 2021.

DSP Benefits

Between July 1, 2019, and June 30, 2020, DSPs were offered several benefits. One hundred percent of eligible DSPs were using paid sick leave for a cost of \$101,346. One hundred percent of eligible DSPs were using paid vacation for a cost of \$297,256. Health insurance was offered to DSPs. DSPs needed to work at least 30 hours per week to be eligible for this benefit. No information was provided for the percent of eligible DSPs enrolled in health insurance or the cost of this benefit. Single coverage, single plus 1 coverage, and family coverage plans were offered to DSPs. Dental insurance was offered to DSPs. No information was provided for the number of hours worked per week to be eligible for this benefit, the percentage of eligible DSPs enrolled in dental insurance or the cost of this benefit. Single, single plus 1, and family coverage plans were offered to DSPs. Retirement benefits were offered to DSPs. Of eligible DSPs, 100% were enrolled in retirement benefits but no cost was provided for this benefit. DSPs become eligible for the retirement package/plan after they complete one year of service, are aged 21 or older, and worked 1,000 during the plan year. Additional benefits offered to DSPs included paid holidays and long-term disability.

Between July 1, 2020, and June 30, 2021, 100% of eligible DSPs were using paid sick leave for a cost of \$48,762. One hundred percent of eligible DSPs were using paid vacation for a cost of \$126,158. Health and dental insurance were offered to DSPs. DSPs needed to work at least 30 hours per week to be eligible for these benefits. Single, single plus 1, and family coverage plans were offered to DSPs. Retirement benefits were offered to DSPs. Of eligible DSPs, 100% were enrolled in the retirement benefits but no cost was provided for this benefit. DSPs become eligible for the retirement package/plan after they complete one year of service, are aged 21 or older, and worked 1,000 during the plan year. Additional benefits offered to DSPs included paid holidays and long-term disability.

Workforce Outcomes: Frontline Supervisors

As of June 30, 2020, Makom had 13 FLS positions (100% full-time; there were no vacant positions). As of June 30, 2021, Makom had 11 FLS positions (100% full-time; no positions were vacant). An employee was considered full-time if they worked 30 hours per week.

FLS Turnover

Annual turnover rate for July 1, 2019, to June 30, 2020, was 15%, and early turnover (within 6 months of hire) was 0%. Voluntary and involuntary turnover were 0% and 100%, respectively, for FLSs who left the organization during this reporting period. The vacancy rate was 0%. Annual turnover rate for July 1, 2020, to June 30, 2021, was 18%, and early turnover (within 6 months of hire) was 0%. Voluntary and involuntary turnover were 100% and 0%, respectively, for FLSs who left the organization during this reporting period. The vacancy rate was 0%.

FLS Tenure

FLS average tenure was 6.7 years for June 30, 2020, and 7.2 years for June 30, 2021.

FLS Salaries

The average starting salary for FLSs was \$43,222 and the average salary was \$43,701 on June 30, 2020. The average starting was not provided and average salary for FLSs was \$48,027 on June 30, 2020.

FLS Additional Cost of Overtime

The additional cost of overtime hours for FLSs was \$0 from July 1, 2019, to June 30, 2020, and July 1, 2020, to June 30, 2021.

FLS Benefits

Between July 1, 2019, and June 30, 2020, FLSs were offered several benefits. One hundred percent of eligible FLSs were using paid sick leave and paid vacation. Health insurance was offered to FLSs. FLSs needed to work at least 30 hours per week to be eligible for this benefit. A single coverage plan was offered to FLSs. Dental insurance was offered to FLSs. FLSs needed to work at least 30 hours per week to be eligible for this benefit. Single, single plus 1, and family coverage plans were offered to FLSs. Retirement benefits were offered to FLSs. Of eligible FLSs, 100% were enrolled in retirement benefit. FLSs become eligible for the retirement package/plan after they complete one year of service, are aged 21 or older and worked 1,000 during the plan year. Additional benefits offered to FLSs included

flexible work hours, paid holidays, and long-term disability. No cost information was provided for FLS benefits. Between July 1, 2020, and June 30, 2021, 100% of eligible FLSs were using paid sick leave and paid vacation. The costs of these benefits was \$0 in this reporting period. No other information on benefits was provided.

Table 7. Makom DSPs and FLSs Outcomes Summary				
	2019-2020		2020-2021	
	DSPs	FLSs	DSPs	FLSs
N	229	13	177	11
Retention				
Turnover	18%	15%	19%	18%
Early Turnover	11%	0%	0%	0%
Voluntary Turnover	78%	0%	40%	100%
Involuntary Turnover	22%	100%	60%	0%
Vacancy	12%	0%	17%	0%
Tenure (years)	5.5	6.7	7.3	7.2
Overtime & Wages				
Additional Cost of Overtime Hours	\$445,096	\$0	\$1,485,605	\$0
Starting Wage/Salary	\$15.65	\$43,222	\$13.40	--
Average Wage/Salary	\$15.63	\$43,701	\$16.19	\$48,027
Benefits				
Paid Time Off (PTO)	--	--	--	--
Paid Sick Leave	yes	yes	yes	yes
Paid Vacation	yes	yes	yes	yes
Health Insurance	yes	yes	yes	--
Dental Insurance	yes	yes	yes	--
Retirement Plan	yes	yes	yes	--
Flexible Work Hours	--	yes	--	--
Paid Holidays	yes	yes	yes	--

Table 7. Makom DSPs and FLSs Outcomes Summary				
	2019-2020		2020-2021	
	DSPs	FLSs	DSPs	FLSs
Short-term Disability	--	--	--	--
Long-term Disability	yes	yes	yes	--
Paid Tuition & Financial Support for Education	--	--	--	--
Childcare or Reimbursement	--	--	--	--
Discounts at Community Businesses	--	--	--	--
Health Club Membership	--	--	--	--
Wellness Programming or Classes	--	--	--	--
Other Voluntary Benefits	--	--	--	--

Table 8. Makom DSP Intentional Overtime Outcomes Summary				
	2019-2020		2020-2021	
	IOT	Non-IOT	IOT	Non-IOT
N	92	141	111	82
Turnover	1%	26%	10%	0%
Early Turnover	0%	11%	0%	--
Tenure (years)	5.3	5.6	7.6	7.0
Additional Cost of Overtime Hours	\$397,987	\$9,618	\$1,688,101	\$9,998
Starting Wages	\$14.00	\$13.73	--	\$13.50
Average Wages	\$15.91	\$15.46	\$16.18	\$16.07

Note: IOT stands for intentional overtime.

DSPs reported higher levels of satisfaction because of being paid a higher wage and access to more hours at a single provider vs. working multiple jobs with a lower median wage. DSPs reported that the ability to save money, pursue education, and maintain “one job” were the core factors when pursuing the IOT program.

The turnover rate within Makom is significantly lower than national (42.8% in 2019 and 43.6% 2020) and state (42.9% 2019 and 36.1% 2020) averages. For DSPs in IOT in 2019-2020, the turnover rate was 1% compared to 26% in the non-IOT group. However, for 2020-2021 the pattern was reversed. Turnover in IOT was 10% compared to 0% in non-IOT. It is difficult to know the exact reason for this reversal. However, it is important to note that during year two of the data collection for this evaluation, the use of the live in model was used less and resulted in some employees leaving the organization or moving into non live in positions. Additionally, due to COVID19, staffing models and patterns at Makom needed to be fluid and employees did move between doing live in (IOT), non-live in and staying from home (not working but being paid) all in the same year. This movement made data collection and reporting more challenging. IOT participants interviewed indicated that they had increased satisfaction in their positions because of the IOT Program. However, they also reported experiencing emotional burnout related to the extra hours worked. Additionally, the cost of overtime was considerable.

Barriers and Challenges Identified

The primary barriers to the development, coordination, and implementation of the Intentional Overtime Program (IOT) were the availability of staff, capacity to train, maintain, and schedule staff through the pandemic, and continue quality support through live-in or in-home 24-hour care models. The greatest challenge reported during this evaluation period was the availability of staff or the number of hours worked per week by each DSP per location. Many DSPs were working larger amounts of overtime than the organization preferred, but given the context created by the pandemic, at the time this was the only real option.

Interviews with Credential and IOT Participants: Findings

A component of the IOT and credentialing Programs evaluation in Maryland was to conduct interviews with direct support professionals and frontline supervisors. A total of 15 interviews were conducted across three participating organizations (SEEC, Makom, and Jubilee). The respondents were in either the IOT or the credentialing program, and two respondents participated in both programs. Each interview was recorded and transcribed to be reviewed by researchers to identify common themes and stories, and to summarize the impact of the IOT and credentialing programs on the workforce. The interview questions were designed to elicit stories about the impacts of credentialing and IOT programs across a diverse group. The results of these interviews are summarized below.

How Did You Hear About the Programs?

Nearly all the participants reported that they were offered the opportunity to engage in IOT and credentialing programs through organizational flyers, referrals from their supervisors or other internal partners, and monthly workforce enrichment emails. Participating providers used regular communication via email or word of mouth to “pass the message along” throughout their organization to create further referrals. All DSPs noted that there was a minimum qualification to enter these programs, generally requiring a year with the company and being in good standing to participate.

Intentional Overtime Program

Positive Impacts of the IOT Program

The overwhelming responses of DSPs who participated in the Intentional Overtime program were focused on wage increases, COVID safety in a singular role without having to maintain more than one job, and the ability to develop deeper connections with the people they support. Many DSPs shared that their experience was very positive in their personal and professional growth, allowing them to save money, pursue education, and become more person-centered in their role as a direct support professional. Through the engagement in this program, the DSP workforce was able to attain financial goals. There was also a common theme that DSPs reported being able to “live their best life” through the increased wage.

Challenges in the IOT Program

The core challenges to participation in the Intentional Overtime Program noted were similar across all participants interviewed. DSPs and FLSs reported that they felt a strong sense of burnout – however, the wage increase coupled with more secure hours was enough for them to want to continue in the program. It was reported by nearly all interviewed participants that they had little time for their families or friends, which resulted in increased isolation during an already very isolated time. For those who participated in a live-in model of care, there was an even greater mental and physical health burden marked by weakness, illness, and burnout in most cases. DSPs reported that the burden of care was intense during the two years of COVID; however, the greatest challenge was assuring there was relief staff. Although participating providers were using the IOT Program company-wide, DSPs and FLSs reported that there were never enough staff to help cover shifts, resulting in a consistent 60-plus hours of care needing to be provided by each staff. Some DSPs and FLSs reported that they were working over 100 hours per week.

Credentialing program

Positive Impacts of the Credentialing Program

Interview participants expressed an overwhelming response of positive engagement through the credentialing program. Nearly all credentialed staff reported that their lives dramatically improved because of this program. They reported that they felt a strong sense of personal growth and team development inside their credentialed cohorts, resulting in a greater capacity to engage their own teams inside their provider organization. The credentialing program opened further opportunities to grow in their role as a DSP or FLS, creating the start of a career ladder for those who became credentialed. Some of the identified opportunities provided by participating in the credentialing program included attending conferences, building their personal resume, wage increases, new job opportunities or the ability to move up within their organization, and solidifying new skills to improve the quality of life for those they support. Many also identified that through the credentialing program they better understood their role as a facilitator and supporter working alongside of the people they support versus being a caregiver doing things for them.

Challenges in the Credentialing Program

There were varied challenges experienced by participants in the credentialing program. Most responded that finding time to fit the coursework into their schedule could be demanding; however, the agencies with whom they worked allowed flexibility in the pursuit of the credential. Many of the participants reported that they had challenges balancing their personal life with the expectations of the credentialing program and that this would interfere with their ability to complete all coursework. Many of the participants had families and small children that required caregiving which sometimes interfered with their learning. In some cases, the learning was not always accessible to the learner (e.g., difficulty getting there, internet issues, computer issues, scheduling conflicts) which caused a delay in their credential. Due to the COVID-19 pandemic, the in-person aspects of the training needed to be moved to a virtual environment, and this resulted in a steep learning curve for many participants in terms of accessing coursework and completing assignments in a fully online environment. Language barriers were experienced by some learners because of the expectations to produce written assignments, and for some being technologically savvy enough to access the virtual components caused significant challenges to complete some of credential requirements.

How Has Your Work or Ethic Changed Since Participating in the Program?

Many participants reported that they experienced a deeper understanding of their role and connection with the person they supported through participating in their respective program (IOT or Credentialing). Through these programs, DSPs and FLSs reported that they have developed a better understanding of their responsibilities, ethical considerations and incentives provided for participation in the program. The most significant themes were personal success or fulfillment, professional engagement, increased career options with associated wage increases. Nearly all DSPs who participated in the IOT program indicated that they had a better understanding of the people to whom they provided supports, simply because they got to spend more focused time with each person. However, especially in the IOT Program, DSPs also expressed that they experienced emotional burnout due to all the extra hours worked.

What Did Your Organization Do to Support Your Completion of the DSPII Credential or Participation in the IOT Program and what Keeps You There?

It was nearly unanimously reported by DSPs and FLSs that their organizations were supportive in their pursuit of the credential and/or participation in the IOT Program. Organizations supported DSP and FLS cohorts by providing options for flexible schedules, coverage, learning support, and wage increases. DSPs valued their connections to the administrative staff and educational support teams and noted positive communication as being important for participation in their respective programs. Many staff interviewed reported that organizational culture, commitment to the people they support, and transparency are the reasons why they stay at the agency – however, some of the most compelling reasons were increased opportunities at their agency or in the general workforce field, increased wage and a more sustainable income, and regular shifts at a single agency vs working at

multiple locations. These factors allowed DSPs and FLSs to maintain higher levels of job satisfaction due to the program incentives.

Partially Participating Organizations Findings

There were four organizations that partially participated in the evaluation project. These were organizations that participated in the learning community and offered input into design and replication of the interventions but were not able to provide all needed data or did not participate in the IOT or the Credentialing Programs during the evaluation period.

Rock Creek Foundation

The Rock Creek Foundation is a service provider in the state of Maryland, which strives to address the inequities of waived supports and build capacity for community-integrated lives.

Rock Creek was founded in 1973 to address the growing need in psychiatric long-term care and is currently an affiliate of the The Santé Group in Maryland. Rock Creek provides various types of day and residential services to support their local communities. Rock Creek chose to participate in this learning community with the goal of creating a sustainable service model while supporting the workforce to generate a consistent culture of positivity and production. They had not rolled out credentialing nor intentional overtime at the time of the evaluation but expressed interest in it. As a result, Rock Creek provided some qualitative data to illuminate their experience throughout the COVID-19 pandemic.

Ardmore Enterprises

Ardmore Enterprise was founded in 1963 to support children with IDD who were not being served through the school system. When legislation passed in 1975 improving access to education, Ardmore turned its attention to address the needs of adults with disabilities seeking community-based services. Ardmore provided services through its sheltered workshop and facility-based day programs. These facility-based services provided support in a segregated environment where adults with disabilities could acquire job skills, vocational experience, and daytime care. In 1981 Ardmore expanded its services to provide residential services, and over the next three decades, services grew to include in-home supports, autism services, transitioning youth and employment services. Since 2020, Ardmore has moved to a fully integrated, community-based service model which also includes housing supports and supported living. Ardmore's day services moved from facility based to fully integrated, and individualized community services. All service models align with the goal of full participation of people with disabilities in their own communities based on individual choices.

At the time of the evaluation, Ardmore served roughly 90 people in residential group homes, personal supports, respite and supported living, and 100 people in day services and employment supports. Ardmore is a larger provider in Prince George County which borders DC along the beltway loop. Ardmore joined the MDDSP Advisory Committee in 2022. At the time of this evaluation, a few DSPs had participated in the DSP II program. The organization is working to expand their participation and align their overall training with the DSP II program. Ardmore participated the initial qualitative data collection and engagement process.

Compass, Inc.

Compass is a provider in Maryland that supports people with IDD and their families throughout the lifespan. Compass has provided services for 25 years, initially providing residential services to individuals under the age of 21. At the time of the evaluation, Compass provided support to 113 people in residential group homes in four counties and 75 people in day services. They recently opened community development services which supports people in community-based activities. Compass joined the MDDSP Consortium as one of the founding providers. They are committed to professionalizing the DSP workforce and to providing career pathways to facilitate better outcomes for the people receiving support. DSP II credentialing is a key retention strategy for Compass. They hope to provide DSPs with tools to be more confident, competent, and satisfied with their positions. At the time of the evaluation, Compass participated in the credentialing program and offered their staff who completed an additional dollar per hour in their wage. Compass has credentialed roughly 50 participants. Frontline Supervisors and Managers went through the early cohorts. This was an intentional decision so that supervisors and managers understood the program. Many of the DSPs who have gone through the various cohorts have been promoted to supervisors. The DSP II program is open across the organizations, and prerequisites are: six months of service, basic knowledge of using technology, being in good standing as employee, and recommendation by a supervisor. An organizational selection committee determines which applicants are enrolled in the training. Initially Compass sent only a few learners, but by 2021, they were credentialing 13-15 DSPs per cohort. Their training staff also complete the Train the Trainer program and become DSP II Trainers and advisors for the DSP II program. At the time of the project, Compass was interested in developing an intentional overtime program but had not yet done so. They participated in the learning community and overview interview but were not able to provide the full data for the evaluation.

The Arc Montgomery

The Arc Montgomery is an organization designed to advocate, proliferate, and develop new ideas to push the IDD field forward. They have been providing services in Maryland since the mid-1950s with the intention to develop more dialogue, services, and consistency within the IDD service system. At the time of the evaluation, they supported roughly 600 people through a variety of services including: residential, employment, and meaningful day and personal supports. Within their group homes they support people with significant personal support and home care needs, many of whom are older. They also have designated group homes to support people with significant behavioral support needs. They offer services to children through inclusive daycare as well as after school programs. The Arc Montgomery elected to send DSP learners to the MDDSP training as an extension of their existing programs to improve the working conditions for direct support professionals. As a partial participant in this study, The Arc Montgomery was able to provide information through the organizational survey and they participated in the learning community, sending four DSPs through the DSP II training. The Arc Montgomery did not utilize the IOT Program during the evaluation period.

Summary of the Partially Participating Organizations

The four partially participating organizations had similar experiences with engaging the IOT and/or the credentialing program during the study period. These organizations experienced a variety of barriers throughout the COVID-19 pandemic, resulting in delayed implementation or inability to participate. These barriers included staffing shortages, illness, administrative overload, increased overtime, high turnover rates and associated costs, and burnout. Implementing and participating in the programs requires participation of an agency staff person in a train the trainer program to scale the program and make it available to more DSPs and organizations. It also requires resources, flexible schedules, and consistency – all of which were a regular challenge for all partially participating providers. It was reported by these organizations that the pressure to provide support and maintain safe and high-quality services was an intense challenge. Although these barriers made implementing IOT and credentialing programs a delayed endeavor for these providers, they showed great support for one another and the provider cohort throughout the project.

Discussion

This section discusses what was learned in the evaluation of the DSP II credentialing and Intentional Overtime programs. Core themes across the two programs that offered complete data are identified. Discussion of the impact these interventions had on DSP retention, overtime, wages, and program implementation are reflected upon.

Credentialing Program

SEEC and Jubilee implemented DSP credentialing programs during the project period. Table 9 shows retention, overtime, and wage data for the organizations in 2019-2020 and 2020-2021.

For SEEC, in 2019-2020, there were 20 credentialed and 101 non-credentialed DSPs. Annual turnover was 0% for credentialed DSPs compared to 50% for non-credentialed DSPs. Early turnover was not applicable for credentialed DSPs and was 16% for non-credentialed DSPs. The average tenure for credentialed DSPs was 7.8 years and 5.7 years for non-credentialed DSPs. The additional cost of overtime hours for credentialed DSPs was \$14,221 and \$44,271 for non-credentialed DSPs. For starting wages, credentialed DSPs were paid \$1.00 more per hour, \$15.25 compared to \$14.25 for non-credentialed DSPs. For average hourly wages, credentialed DSPs were paid \$1.95 more per hour, \$16.95 compared to \$15.00 for non-credentialed DSPs.

In 2020-2021, there were 29 credentialed (at DSPII level) and 91 non-credentialed DSPs at SEEC. Annual turnover was 3% for credentialed DSPs compared to 25% for non-credentialed DSPs. Early turnover was 0% for credentialed DSPs compared to 26% for non-credentialed DSPs. The average tenure for credentialed DSPs was 9.2 years compared to 5.6 years for non-credentialed DSPs. The additional cost of overtime for credentialed DSPs was \$91,269 and \$221,938 for non-credentialed DSPs. For starting wages, credentialed DSPs were paid \$1.00 more per hour, \$16.00 compared to \$15.00 for non-credentialed DSPs. For average hourly wages, credentialed DSPs were paid \$1.00 more per hour, \$17.00 compared to \$16.00 for non-credentialed DSPs.

For Jubilee, in 2020-2021, there were 33 credentialed and 218 non-credentialed DSPs. Annual turnover was 9% for credentialed DSPs compared to 26% for non-credentialed DSPs. Early turnover was 0% for credentialed DSPs compared to 12% for non-credentialed DSPs. The average tenure for credentialed DSPs was longer, 7.0 years, compared to 4.2 years for non-credentialed DSPs. The additional cost of overtime hours for credentialed DSPs was \$23,815 and compared to \$144,867 for non-credentialed DSPs. For starting wages, credentialed DSPs were paid \$1.24 more per hour, \$16.00 compared to \$14.76 for non-credentialed DSPs. For average hourly wages, credentialed DSPs were paid \$1.54 more per hour, \$17.17 compared to \$15.63 for non-credentialed DSPs.

Table 9. Summary of 2019 and 2020 Outcome Data of Credentialed and Non-Credential DSPs				
	SEEC		Jubilee	
	2019-2020	2020-2021	2019-2020	2020-2021
Credentialed DSPs	20	29	--	33
Non-credentialed DSPs	101	91	--	218
Credentialed Annual Turnover	0%	3%	--	9%
Non-credentialed Annual Turnover	50%	25%	--	26%
Credentialed Early Turnover	n/a	0%	--	0%
Non-credentialed Early Turnover	16%	26%	--	12%
Average Credentialed Tenure (Years)	7.8	9.2	--	7.0
Average Non-credentialed Tenure (Years)	5.7	5.6	--	4.2
Credentialed Cost of Overtime	\$14,221	\$91,269	--	\$23,815
Non-credentialed Cost of Overtime	\$44,271	\$221,938	--	\$144,867
Average Credentialed Starting Wages	\$15.25	\$16.00	--	\$16.00
Average Non-credentialed Starting Wages	\$14.25	\$15.00	--	\$14.76
Average Credentialed Hourly Wages	\$16.95	\$17.00	--	\$17.17
Average Non-credentialed Hourly Wages	\$15.00	\$16.00	--	\$15.63

When comparing the two data points, credentialed DSPs had consistently lower annual turnover compared to non-credentialed DSPs. For SEEC and Jubilee in 2020-2021, credentialed DSPs had lower early turnover rates and longer tenure at their organization than non-credentialed DSPs. Both starting and average hourly wages were higher for credentialed DSPs at SEEC in 2019-2020 and Jubilee in 2020-2021. Starting hourly wages were \$1.00-\$1.24 greater while average hourly wages were \$1.62-\$1.95 higher for credentialed DSPs in 2019-2020. For wages at SEEC in 2020-2021, starting and average hourly wages were \$1.00 greater for credentialed DSPs.

Intentional Overtime Program

SEEC and Makom implemented and provided data to measure the effects of DSP Intentional Overtime (IOT) Programs. Table 10 shows retention, overtime, and wage data for the organizations in 2019-2020 and 2020-2021.

For SEEC, in 2019-2020, there were 16 IOT DSPs and 105 non-IOT DSPs. Annual turnover was 0% for IOT DSPs compared to 48% for non-IOT DSPs. Early turnover was not applicable for IOT DSPs and 16% for non-IOT DSPs. IOT DSPs had a longer tenure (7.9 years vs. 5.8 years) compared to non-IOT DSPs. The additional cost of overtime hours for IOT DSPs was \$20,566 and \$37,483 for non-IOT DSPs. Starting and average hourly wages were \$15.93 for IOT DSPs and \$14.25 and \$15.00, respectively, for non-IOT DSPs.

In 2020-2021, there were 19 IOT and 101 non-IOT DSPs at SEEC. Annual turnover was 0% for IOT DSPs compared to 33% for non-IOT DSPs. Early turnover was not applicable for IOT DSPs but was 18% for non-IOT DSPs. The average tenure for IOT DSPs was 9.2 years compared to 5.9 years for non-IOT DSPs. The additional cost of overtime hours for IOT DSPs was \$168,729 and \$156,342 for non-IOT DSPs. For wages, IOT DSPs were paid \$17.82 per hour for starting and average hourly wages while non-IOT DSPs were paid \$15.00 and \$16.00 per hour, respectively.

For Makom, in 2019-2020, there were 92 IOT and 141 non-IOT DSPs. Annual turnover was 1% for IOT DSPs compared to 26% for non-IOT DSPs. Early turnover was 0% for IOT DSPs compared to 11% for non-IOT DSPs. IOT DSPs had a shorter tenure (5.3 years vs. 5.6 years) compared to non-IOT DSPs. The additional cost of overtime for IOT DSPs was \$397,987 and \$9,618 for non-IOT DSPs. Starting average hourly wages were \$14.00 for IOT DSPs and \$13.73 for non-IOT DSPs, and average hourly wages were \$15.91 for IOT DSPs and \$15.46 for non-IOT DSPs.

For Makom, in 2020-2021, there were 111 IOT and 82 non-IOT DSPs. Annual turnover was 10% for IOT DSPs compared to 0% for non-IOT DSPs. Early turnover was 0% for IOT DSPs and not applicable for non-IOT DSPs. IOT DSPs had a longer tenure (7.6 years vs. 7.0 years) compared to non-IOT DSPs. The additional cost of overtime for IOT DSPs was \$1,688,101 and \$9,998 for non-IOT DSPs. Starting average hourly wages were not applicable for IOT DSPs and were \$13.50 for non-IOT DSPs, and average hourly wages were \$16.18 for IOT DSPs and \$16.07 for non-IOT DSPs.

Table 10. Summary of 2019 and 2020 outcome data of Intentional Overtime and Non-intentional Overtime DSPs				
	SEEC		Makom	
	2019-2020	2020-2021	2019-2020	2020-2021
Intentional Overtime DSPs	16	19	92	111
Non-intentional Overtime DSPs	105	101	141	82
Intentional Overtime Annual Turnover	0%	0%	1%	10%
Non-intentional Overtime Annual Turnover	48%	33%	26%	0%

Table 10. Summary of 2019 and 2020 outcome data of Intentional Overtime and Non-intentional Overtime DSPs				
	SEEC		Makom	
	2019-2020	2020-2021	2019-2020	2020-2021
Intentional Overtime Early Turnover	--	--	0%	0%
Non-intentional Overtime Early Turnover	16%	18%	11%	--
Average Intentional Overtime Tenure (Years)	7.9	9.2	5.3	7.6
Average Non-intentional Overtime Tenure (Years)	5.8	5.9	5.6	7.0
Intentional Overtime Additional Cost of Overtime	\$20,566	\$168,729	\$397,987	\$1,688,101
Non-intentional Overtime Additional Cost of Overtime	\$37,483	\$156,342	\$9,618--	\$9,998
Average Intentional Overtime Starting Wages	\$15.93	\$17.82	\$14.00	--
Average Non-intentional Overtime Starting Wages	\$14.25	\$15.00	\$13.73	\$13.50
Average Intentional Overtime Hourly Wages	\$15.93	\$17.82	\$15.91	\$16.18
Average Non-intentional Overtime Hourly Wages	\$15.00	\$16.00	\$15.46	\$16.07

When comparing the data for SEEC, IOT DSPs had consistently lower annual turnover and early turnover rates compared to non-IOT DSPs. They also had longer tenure at their organization. Average starting and hourly wages for the IOT group were \$15.93 per hour. These hourly wages are lower than in 2020-2021 where the averages were \$17.82 for both wages.

When comparing the data for Makom, IOT DSPs did not have consistently lower annual turnover compared to non-IOT DSPs. There was higher annual turnover for IOT DSPs in 2020-2021 than non-IOT DSPs. IOT DSPs had slightly shorter tenure than non-IOT DSPs in 2019-2020; while in 2020-2021 the IOT DSPs had longer tenure. Average hourly wages for the IOT DSPs were higher than the non-IOT DSPs in both years.

Strategies for Successful Implementation of Credentialing and Intentional Overtime Programs

Credentialing

It is important to identify strategies to best support successful development, coordination, and implementation of the DSPII credentialing program core. Strategies can be drawn from the experiences of the full and partial participants in this project. The following are a series of recommendations for developing, implementing, and continually improving a DSP credentialing program that uses a cohort model.

Collaboration

The success of the credentialing program and data supported outcomes from the agencies that provided data for this evaluation show that forming a consortium of providers to support the funding, development, and application of this type of program has benefits and can not only result in shared workload but also improve the instructional design by offering opportunities for program participants to learn from instructors and cohort participants from different organizations. This provides exposure to direct support as a profession and assists DSPs in seeing themselves as a part of something larger than just their own organization. Broadening the number of employers that participate in these programs supports wider exposure to practices, organizational level policies and varied strategies to support people with intellectual and developmental disabilities as well as the workforce. The development and implementation of such programs is strengthened by collaborating on the design, related instruction, content, procurement of funding and sharing costs. Additionally, collaborative models that can demonstrate effectiveness are likely more successful in securing sustained funding and statewide investment. Using a collaborative framework that allows organizations to identify areas of consistency and to form standards can influence the rigor of the program. Additionally, using monthly meetings to discuss the impact, challenges, problem solving strategies and potential new funding sources is beneficial for sustainability, engagement, and program improvement.

Administrative support. Creating a basic understanding across potential employers of the program requirements, educational material and training schedule is critical. Engaging them in the development, implementation and refinement processes will likely increase sustained participation. Using tools such as a memorandum of understanding (MOU) can create a shared understanding of roles and responsibilities for all stakeholders.

Educational Support for Participants

Providing supports to the learners will enhance the completion rates of these programs. Specific strategies used by the MD program included online support, agency or team supports for learning, and flexibility in scheduling. Staff who engaged in the credentialing programs were offered opportunities to meet with mentors and administrators to assure they could complete the necessary course work for the credential. Flexibility in the type of support provided was impactful for those who participated in the DSPII collaborative.

Mentorship. Identifying and using employees who completed the DSP II credential as mentors or trainers can create leadership opportunities and career pathways for the learners. It also enhances the longevity of the program and broadens the impact of the voice of DSPs as they use their skills to teach, guide and support other DSPs. The use of credentialed DSPs as trainers and mentors is essential for expansion of the program and the ability to run multiple cohorts simultaneously across multiple employers.

Feedback and Evaluation

The use of multiple strategies to understand learner experiences is essential for the ongoing quality improvement of the program. Using pre/post self-reflection scales to identify the learners' perception of their competence will help assess whether the training program is developing skills in learners. Completing exit interviews with learners as they finish the credential to share their experiences and what they liked, learned, and might change is a simple and timely way to gain feedback on the key

program components. Doing follow up interviews with a portion of completers can provide information about how they are using the skills they learned.

Flexibility and Nimbleness

The COVID-19 pandemic made it essential to modify the classroom components of the DSP II program. The sweeping move from the in-person classroom to virtual Zoom resulted in significant changes to the instructional design and delivery. Over time it will be important to understand the benefits and challenges of using the classroom vs fully online vs a hybrid model to best reach and achieve outcomes for learners. Additionally, it is important to understand that employers are all different and have their own organizational culture. As such, while there are many aspects of the credential program that can be applied similarly across employers, other aspects may be unique to the employer (e.g., wage increases, incentives for participation, selection of participants). Honoring these differences is essential. Lastly, it may be beneficial to consider how to invite self-directed employers to join the collaborative credential efforts.

Intentional Overtime

The initial driving purpose of the IOT program was to improve retention of staff by guaranteeing them a minimal number of overtime hours and reducing their need to take a second job, thus ensuring better work/life balance. This was exacerbated when the pandemic hit and a secondary and perhaps more important driver for using intentional overtime was to reduce the number of staff who were working in multiple organizations, thus reducing unnecessary exposures. The following are considerations for developing and using intentional overtime.

Consideration for Addressing Diminishing Workforce

Demographic changes in the U.S. workforce and early retirements have resulted in a diminishing workforce. This creates vacancies and the need to fill hours with existing staff who work overtime. Simultaneously, it is important to ensure that a threshold of risking safety of the employee and people supported is not crossed. Designing an intentional overtime program that provides opportunity for an employee to have a stable and livable income while ensuring health and safety concerns are in place is critical. Intentional overtime programs should define the number of hours of overtime that are guaranteed, and organizations should monitor the total amount of overtime employees are working and not allow them to go over a safety threshold. While there is no industry standard for this threshold, it seems that 55 hours per week is a realistic goal. In addition to considering the number of overtime hours worked, it is important to ensure that the people to whom these DSPs provide support agree and support having these staff working so many hours with them. If they do not support it, other options should be found.

Reducing Turnover

Providers who engaged with the IOT program saw immediate results in retention due to increased wages across their workforce. This is likely due to the guaranteed livable income and the quality-of-life improvements. Monitoring the turnover rate of participants in IOT programs and measuring that against the turnover rate of non-participants will be important, and this data can be used to advocate

for livable wages for this workforce which would have a large impact on reducing both vacancy and turnover rates.

Clarity in Eligibility and Incentives

Employees need clarity on the criteria for eligibility or participation in addition to what incentives are available if they participate. This includes having a firm application and selection process that is equitably implemented, transparent, and clear to all employees. The extent to which DSP leadership can be built into the participation incentives will also assist with retention efforts.

Collaboration

Creating a collaborative of organizations who are all developing, implementing, or considering the use of an intentional overtime program provides opportunity for participants to have conversations about their use of this intervention and the implementation barriers and successes. This collaborative in MD offered the opportunity for each participating provider to better understand their workforce by identifying DSPs who were working with more than one provider during the pandemic and strategizing how they could reduce exposure risks. Other benefits are problem solving together and discussing opportunities to use the outcomes of the program in advocacy efforts.

Conclusion

DSPs are the backbone of the IDD workforce industry, providing a wide range of skilled supports to our community members. DSPs who are trained through the DSPII program have the opportunity to utilize their knowledge, skills, and abilities to improve the lives of the people they support and to illuminate the importance of a highly skilled workforce. In Maryland, the DSP credentialing program supports the growth and development of the IDD workforce by creating future leaders based on competency. Credentialed DSPs and FLSs had higher tenure, lower vacancies and higher wages when compared to non-credentialed DSPs and FLSs. The intentional overtime program allows DSPs to earn a living wage and work in the same organization, thus limiting their need to work at multiple organizations. DSPs who participated in the IOT program had higher levels of self-efficacy and satisfaction when they engaged in this program because of increased wage. However, some participants reported burnout because of the amount of overtime they were working. Staff who were working 60 hours plus per week, indicated that they found their ability to care for themselves was diminished and that they were less likely to have time to engage with friends, family, or significant others. Lastly, overtime is expensive; the capacity to expand the workforce with less reliance on overtime is important.

Both interventions evaluated for this project show tremendous promise in increasing wages, tenure, and opportunity for DSPs and FLSs. Participants in each program reported positive outcomes for both themselves as employees as well as for the people with intellectual and developmental disabilities to whom they provide support. Efforts to expand the use of these interventions throughout the state and nationally should be pursued.

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Appendices

1. Interview protocols
 - 1a. MD Credential only DSP/FLS interview questions
 - 1b. MD IOT DSP interview questions
 - 1c. MD Credential and IOT DSP/FLS interview questions
 - 1d. MD Provider descriptive information protocol
2. Organization Workforce Assessment
3. DSP II Training Program Brochure

Appendix 1a. 2021 Intentional Overtime Comparative Analysis

DSP/FLS Interviews – Credential only

Interviewee Name:

Organization:

Role:

Number of years in field:

When did you start in intentional over time program:

When were you credentialed (as applicable):

Demographics:

Age:

Gender:

Race/ethnicity:

1. How did you get into the credentialing program?
2. What motivated you to get into it?
3. Tell me about the credentialing program, what is it? How does it work?
4. Were you only working at [insert name of organization] at the time you entered the credentialing program or were you working elsewhere as well? Please describe.
5. What were your experiences in the credentialing program?
 - i. What were your most positive experience?
 - ii. What was most challenging about the program?
6. What did the organization do to support you to participate in the credentialing program?
7. What about this organization keeps you here?
8. What are your greatest challenges as a DSP?
9. How does the credentialing change the quality of your life?
10. How many hours do you work on average each week?
11. What are some examples of ways that your work has changed since being credentialed?
 - i. Tell us a story about how you approach your work differently since being a part of the credential.
 - ii. Tell us a story about how this has impacted a person you support at work.
12. What incentives were provided to you for completing the credential?

Appendix 1b. 2021 Intentional Overtime Comparative Analysis

DSP/FLS Interviews – IOT only

Interviewee Name:

Organization:

Role:

Number of years in field:

When did you start in intentional over time program:

When were you credentialed (as applicable):

Demographics:

Age:

Gender:

Race/ethnicity:

1. How did you get into the intentional overtime program?
2. What motivated you to get into it?
3. Tell me about the intentional overtime program, what is it? How does it work?
4. Were you only working at [insert name of organization] at the time you entered the intentional overtime program or were you working elsewhere as well? Please describe.
5. What were your experiences in the intentional overtime program?
 - a. What were your most positive experience?
 - b. What was most challenging about the program?
6. What did the organization do to support you to participate in the intentional overtime program?
7. What about this organization keeps you here?
8. What are your greatest challenges as a DSP?
9. How does the intentional overtime change the quality of your life?
10. How many hours do you work on average each week?
 - a. If there are not enough hours for you to work, what do you do to meet the criteria of the intentional overtime program?

Appendix 1c. 2021 Intentional Overtime Comparative Analysis

DSP/FLS Interviews – Credential and IOT

Interviewee Name:

Organization:

Role:

Number of years in field:

When did you start in intentional over time program:

When were you credentialed (as applicable):

Demographics:

Age:

Gender:

Race/ethnicity:

1. How did you get into the intentional overtime program?
2. What motivated you to get into it?
3. Tell me about the intentional overtime program, what is it? How does it work?
4. Were you only working at [insert name of organization] at the time you entered the intentional overtime program or were you working elsewhere as well? Please describe.
5. What were your experiences in the intentional overtime program?
 - a. What were your most positive experience?
 - b. What was most challenging about the program?
6. What did the organization do to support you to participate in the intentional overtime program?
7. What about this organization keeps you here?
8. What are your greatest challenges as a DSP?
9. How does the intentional overtime change the quality of your life?
10. How many hours do you work on average each week?
 - a. If there are not enough hours for you to work, what do you do to meet the criteria of the intentional overtime program?

If you are also credentialed:

11. What motivated you to get into it?
12. What are some examples of ways that your work has changed since being credentialed?

- a. Tell us a story about how you approach your work differently since being a part of the credential.
 - b. Tell us a story about how this has impacted a person you support at work.
13. What incentives were provided to you for completing the credential?

Appendix 1d. Maryland Intentional Overtime Comparative Analysis

Descriptive Information

This form should be completed by the program coordinator, or the person most familiar with the credentialing program and its implementation. Please direct any questions to Amy Hewitt at the University of Minnesota hewit005@umn.edu.

Acronyms

DSP = direct support professionals

FLS = frontline supervisors

IOP = intentional overtime program

CP = Credential program

Background information on your organization

1. Tell us about your organization.
2. What organizational issues were the reasons your organization initiated the IOP?
3. When did the IOP begin?
4. Please describe the IOP.
5. Briefly state which barriers were encountered in developing and implementing the IOP.
6. What were the 1-2 most important things in overcoming these development and implementation barriers?

INTENTIONAL OVERTIME program Intervention

Participants

7. What are the current roles of participants (DSPs, FLS, others) in the IOP?
8. How many total participants are in the IOP as of today's date?
9. What are the prerequisites for participants to be enrolled in the IOP? (e.g., do participants need to be employed for a particular length of time or fill a certain role, have been credentialed as a DSP)
10. Are participants from particular program areas in your organization targeted for inclusion?
11. How are participants recruited for the IOP?
12. Please comment on any other criteria used for enrolling participants in the IOP (e.g., are they assessed on English skills, annual performance reviews?)

Timeline of the current intentional overtime

13. How long did it take the organization to develop the IOP prior to implementation?
14. Who was involved in developing the IOP?
15. When did participants start the IOP?
16. Is a cohort model used?
17. Are participants enrolled on a continual basis? Annually?
18. How long did it take the organization to develop the IOP prior to implementation?

Incentives for successful completion

19. Please describe the incentives delivered to participants who successfully complete the credential.

Costs associated with the credential

20. What are the costs associated with the IOP?
 - a. Savings?

Effects of the IOP

21. Describe how you evaluated the success of the IOP.
22. Did you detect any effect on tenure, or quality of services provided as a result of the IOP? *(Note: more detailed information on this will be collected at a later date – just a comment or two on this is what we are looking for).*

CREDENTIALING PROGRAM component

(only complete this section if there is a credentialing program requirement for the IOP)

Participants

23. What are the current roles of participants (DSPs, FLS, others) in the credential program?
24. How many total participants are in the credential program as of today's date?
25. What are the prerequisites for participants to be enrolled in the credential program? (e.g., do participants need to be employed for a particular length of time or fill a certain role)
26. Are participants from particular program areas in your organization targeted for inclusion?
27. How are participants recruited for the credential program?
28. Please comment on any other criteria used for enrolling participants in the credential program (e.g., are they assessed on English skills, annual performance reviews?)

Timeline of the credential program

29. How long did it take the organization to develop the credential program prior to implementation?
30. Who was involved in developing the credential program?
31. When did participants start the credential program?
32. Is a cohort model used?
33. Are participants enrolled on a continual basis? Annually?
34. How long did it take the organization to develop the credential program prior to implementation?
35. What are the learning objectives used in the credential program?
36. Does the credential program align with a recognized credential or certification program? (e.g., National Alliance of Direct Support Professionals (NADSP), ACRE, NADD)
37. Does the credential program align with an established set of competencies? If so, which one(s)?
38. Yes/No: Are people with disabilities involved in the credentialing coursework? If so, describe how?
39. What learning delivery methods are used in the credential program, and how many hours are involved with each component?

X if yes	Learning delivery method	Total number of hours per component in credential program
	Classroom instruction	
	Online learning content (e.g., DirectCourse, Relias)	
	Work-based learning	

	Discussion	
	Portfolio	
	Other	
	Total number of hours associated with learning delivery methods in the IOP:	

If classroom instruction is used:

40. Where is the classroom instruction delivered?
41. Yes/no. Are learners reimbursed for mileage to class?
42. What is the average number of miles that learners drive to class (one-way rather than round trip)?
43. Who teaches the classes?
44. What are the teachers' or trainers' qualifications?

If online instruction is used:

45. Where do participants access the course content?
46. Who's devices (computers, tablets, etc) are used to deliver the course content?
47. Which online course content is used (e.g., DirectCourse, Relias)?

Assessments

48. Yes/no. Are assessments used to check that learners have understood learning content or demonstrate quality in their work?
49. If yes, please describe the assessment(s).
50. When are assessments delivered?
51. Which benchmarks are used to judge whether the learner has successfully completed learning objectives?
52. Who is involved in the assessment(s)?
53. If a participant does not successfully pass these benchmarks, which, if any, supports are available to them?

Costs associated with the credential

54. Yes/no. Are participants paid for the time associated with learning and meeting credential requirements?
55. If so, what rate of pay do participants receive?
56. Who pays for the costs associated with completion of the credential?

Incentives for successful completion

57. Please describe the incentives delivered to participants who successfully complete the credential.

Supports provided to learners

58. Which physical supports, if any, were provided to learners? (e.g., access to computers or tablets, classes located in areas where learners live or work, accessible transportation)
59. Which learning supports, if any, were provided to learners? Examples may include native language assistance, learning delivered at an appropriate level for their current skill level, etc.

Effects of the Credential program

60. Describe how you evaluated the success of the credential program.

61. Did you detect any effect on competency, tenure, or quality of services provided as a result of the IOP?

(Note: more detailed information on this will be collected at a later date – just a comment or two on this is what we are looking for).

Past efforts at credentialing in your organization

62. Yes/No. Have you tried any other efforts at credentialing in the past?

If yes, please describe what your organization has tried, including whether you used an established curriculum, the length of the credential, what components were included, and any other relevant information. In particular, what did you change from past efforts in the IOP?

Appendix 2 - Organizational Workforce Assessment Workbook

Introduction

Who should complete this Workbook? A person in your organization with access to personnel data as well as a person with financial knowledge of the organization should complete this survey.

Please report information for your entire organization (or when indicated, a subset of your employees). If a question is unclear or you are not sure how to respond, please answer to the best of your ability.

Definitions

We recognize that each employer has different titles or role definitions that meet their individual needs. For this Survey, we must use established definitions to identify and collect data and information for analyses. Please use the following definitions to work with your consultant and respond to requests for information and data.

Direct Support Professional (DSP): A DSP is a support worker whose primary responsibilities include providing support, training, supervision, and personal assistance to people with disabilities. They have titles such as direct care worker, personal care assistant (PCA), residential aide, job coach, home health aide (HHA), home care aide, personal care aide, certified nursing assistant, house managers with primarily direct care duties, and many other titles. At least 50% of a DSP's hours are spent in direct support tasks (e.g., personal care, home care, community integration, etc.). DSPs may perform some supervisory tasks, but the main focus of their job is to provide direct support.

Frontline Supervisor (FLS): An FLS is an employee whose primary responsibility (more than 50% of their role) is the supervision of DSPs (as defined above). While FLSs may perform direct support tasks, their primary job duty is to supervise employees and manage programs. They are not viewed by the organization as direct support workers. These individuals may or may not be in licensed or degreed positions (such as a nurse), but the organization views their role as guiding and directing the work of DSPs more than 50% of their time. FLSs may include house managers if their duties are not primarily direct support.

Unless otherwise specified, please do not include temporary DSPs, independent contractors, or on-call DSPs.

Timeframe

Unless otherwise specified, all calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

1. Organizational Information

Organization Name: _____

Organization ID: _____

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Number of People with IDD	Answer	
1. As of June 30, how many total people with intellectual and developmental disabilities did your organization serve?		total # of people with IDD

Types of Service Sites	Answer
2. In which of the following types of settings/sites does your organization provide services? (<i>Select Yes or No</i>)	-----
2a. Agency/Facility sites (e.g., group homes, nursing homes, ICFs, state-operated community programs or institutions, private facilities including ICFs-ID, workshop or day training sites)	<input type="checkbox"/> Yes <input type="checkbox"/> No
2b. Family or individual homes	<input type="checkbox"/> Yes <input type="checkbox"/> No
2c. Job sites (e.g., community jobs)	<input type="checkbox"/> Yes <input type="checkbox"/> No
2d. Other sites	<input type="checkbox"/> Yes <input type="checkbox"/> No
2e. If there is another site type, specify what it is. (<i>Fill in the blank</i>)	

Types of Services Offered	Answer
3. Which of the following services are offered by your organization? (<i>Select Yes or No</i>)	-----
3a. 24-hour residential supports and services in a nursing home, ICF, state-operated community program or institution, large private facilities including ICF-ID with 16 or more people	<input type="checkbox"/> Yes <input type="checkbox"/> No

Types of Services Offered	Answer
3b. Community-based 24-hour residential supports and services with 15 or fewer people (e.g., group home, supported living arrangement, supervised living facility)	<input type="checkbox"/> Yes <input type="checkbox"/> No
3c. Agency Sponsored Family Care	<input type="checkbox"/> Yes <input type="checkbox"/> No
3d. Less than 24-hour residential supports and services (e.g., semi-independent living services, supported living)	<input type="checkbox"/> Yes <input type="checkbox"/> No
3e. In-home supports and services (e.g., family support, home health care services, personal care services)	<input type="checkbox"/> Yes <input type="checkbox"/> No
3f. Non-residential community supports (e.g., adult day services, rehabilitative services, and medical supports)	<input type="checkbox"/> Yes <input type="checkbox"/> No
3g. Job or vocational services (e.g., supported employment, work crews, sheltered workshops, job training)	<input type="checkbox"/> Yes <input type="checkbox"/> No
3h. Other services	<input type="checkbox"/> Yes <input type="checkbox"/> No
3i. If there is another service type, specify what it is. <i>(Fill in the blank)</i>	

Number of Staff	Answer
4. As of June 30, of the Direct Support Professionals (DSPs) you employ, what is the total number in EACH of the following categories (full- and part-time):	-----
4a. DSPs credentialed at DSPII level <i>(do not count DSPs credentialed at a higher level)</i>	<input type="text"/> # of credentialed DSPII
4b. DSP credentialed at DSP Mentor level	<input type="text"/> # of credentialed DSP Mentors
4c. DSPs involved in the Intentional Overtime program	<input type="text"/> # DSP in intentional OT

Number of Unfilled Shifts	Answer
5. In the last week, how many shifts went unfilled or had to be filled last minute because of DSPs calling in or not showing up?	<input type="text"/> # unfilled or last minute filled shifts

Number of Hours	Answer
6. According to your organization's policies, how many hours worked per week qualifies an employee as "full-time"?	<input type="text"/> # hrs per week

2. Direct Support Professional Tenure and Vacancy (all DSPs)

It is important to understand Direct Support Professional retention trends in your organization. This includes Employee Status, Crude Separation Rate (Turnover), Early Turnover, Vacancy Rate, the type of Separation (Involuntary/Voluntary), and Tenure.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Unless otherwise specified, please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Employee Status

This represents the FTE breakdown of DSPs for all DSP positions in the fiscal year (July 1 to June 30).

Number of Direct Support Professionals	Answer	
1. What is the total number of Full-time DSPs as of June 30?		# of FT DSPs
2. What is the total number of Part-time DSPs as of June 30?		# of PT DSPs
3. What is the total number of temporary DSPs, independent contractors, and on-call DSPs as of June 30?		# of temp/on-call/indep. contractor DSPs
Total Number of DSPs [calculated value]		# DSPs

Crude Separation Rate (Turnover)

This represents the percentage of DSPs who left (turned over) out of all DSP positions in the fiscal year. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

Crude Separation Rate	Answer	
4. What is the total number of DSPs who left in the fiscal year?		# DSPs who left
5. What is the total number of DSPs as of June 30? (This number is the sum of Q1 and Q2) [calculated value]		# DSPs total
6. What is the number of vacant DSP positions as of June 30?		# vacant DSP positions
DSP Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of DSPs who left (turned over) with less than 6 months tenure fiscal year. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

Early Turnover Rate	Answer	
7. What is the total number of DSPs who left in the fiscal year? (This number is Q4) [calculated value]		# DSPs who left
8. What is the total number of DSPs who worked in the fiscal year and left before working 6 months?		# DSPs who left within 6M of hire
DSP Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Percent of DSP Voluntary vs. Involuntary Termination

This represents the percentage of DSPs who left voluntarily and involuntarily in the fiscal year. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

Percent of Voluntary Direct Support Professional Termination	Answer	
9. What is the total number of DSPs who left in the fiscal year? (This number is Q4) [calculated value]		# DSPs who left
10. Of the DSPs who left their position in the past year, what is the number of DSPs who left voluntarily as of June 30?		# DSPs who left voluntarily
% Voluntary DSP Termination [calculated value]		%

Percent of Involuntary Direct Support Professional Termination	Answer	
11. What is the total number of DSPs who left in the fiscal year? (This number is Q4) [calculated value]		# DSPs who left
12. Of the DSPs who left their position in the past year, what is the number of DSPs who left involuntarily as of June 30?		# DSPs who left involuntarily
% Involuntary DSP Termination [calculated value]		%

Vacancy Rate

This represents the percentage of vacant DSPs positions out of all DSP positions in the fiscal year. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

Vacancy Rate	Answer	
13. What is the total number of DSPs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# DSPs total
14. What is the number of vacant DSP positions as of June 30? <i>(This number is Q6)</i> [calculated value]		# vacant DSP positions
DSP Vacancy Rate [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all DSP positions. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

Average Tenure	Answer	
15. What is the total number of DSPs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# DSPs total
16. What is the total number of months employed across all current DSPs as of June 30?		# months all DSPs employed
DSP Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

This represents the percentage of DSPs who have been employed 13 or more months as of December 31. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

13+ Months Tenure	Answer	
17. What is the total number of DSPs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# DSPs total
18. What is the number of DSPs who have been employed for 13 or more months as of June 30?		# DSPs employed 13+ months
DSP Percent 13+ Months Tenure [calculated value]		%

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please complete separately for Credentialed and Non-Credentialed DSPs.

Unless otherwise specified, please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Credentialed Direct Support Professionals

Number of Credentialed Direct Support Professionals

Number of Credentialed Direct Support Professionals	Answer	
1.1. What is the total number of Credentialed DSPs as of December 31? <i>(This number is the sum of Q4a and Q4b from Worksheet 1 – Organizational Information)</i> [calculated value]		# of Credentialed DSPs

Crude Separation Rate (Turnover)

This represents the percentage of Credentialed DSPs who left (turned over) out of all Credentialed DSP positions in the fiscal year.

Crude Separation Rate	Answer	
1.2. What is the total number of Credentialed DSPs who left in the fiscal year?		# Credentialed DSPs who left
1.3. What is the total number of Credentialed DSPs as of June 30? <i>(This number is Q1.1)</i> [calculated value]		# Credentialed DSPs total
1.4. What is the number of vacant Credentialed DSP positions as of June 30?		# vacant Credentialed DSP positions
Credentialed DSP Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of Credentialed DSPs who left (turned over) with less than 6 months tenure fiscal year.

Early Turnover Rate	Answer	
1.5. What is the total number of Credentialed DSPs who left in the fiscal year? <i>(This number is Q1.2)</i> [calculated value]		# Credentialed DSPs who left

Early Turnover Rate	Answer	
1.6. What is the total number of Credentialed DSPs who worked in the fiscal year and left before working 6 months?		# Credentialed DSPs who left within 6M of hire
Credentialed DSP Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all Credentialed DSP positions.

Average Tenure	Answer	
1.7. What is the total number of Credentialed DSPs as of June 30? (This number is Q1.1) [calculated value]		# Credentialed DSPs total
1.8. What is the total number of months employed across all current Credentialed DSPs as of June 30?		# months all Credentialed DSPs employed
Credentialed DSP Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

This represents the percentage of Credentialed DSPs who have been employed 13 or more months as of June 30.

13+ Months Tenure	Answer	
1.9. What is the total number of Credentialed DSPs as of June 30? (This number is Q1.1) [calculated value]		# Credentialed DSPs total
1.10. What is the number of Credentialed DSPs who have been employed for 13 or more months as of June 30?		# Credentialed DSPs employed 13+ months
Credentialed DSP Percent 13+ Months Tenure [calculated value]		%

Non-Credentialed Direct Support Professionals

Number of Non-Credentialed Direct Support Professionals

Number of Non-Credentialed Direct Support Professionals	Answer
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2.1. What is the total number of Non-Credentialed DSPs as of June 30? <i>(This number is calculated by subtracting Q1.1 from Q5 from Worksheet 2 - Direct Support Professional Tenure and Vacancy (all DSPs))</i> [calculated value]		# of Non-Credentialed DSPs
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Crude Separation Rate (Turnover)

This represents the percentage of Non-Credentialed DSPs who left (turned over) out of all Non-Credentialed DSP positions in the fiscal year.

Crude Separation Rate	Answer	
2.2. What is the total number of Non-Credentialed DSPs who left in the fiscal year?		# Non-Credentialed DSPs who left
2.3. What is the total number of Non-Credentialed DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non-Credentialed DSPs total
2.4. What is the number of Non-Credentialed vacant DSP positions as of June 30?		# vacant Non-Credentialed DSP positions
Non-Credentialed DSP Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of Non-Credentialed DSPs who left (turned over) with less than 6 months tenure calendar year.

Early Turnover Rate	Answer	
2.5. What is the total number of Non-Credentialed DSPs who left in the fiscal year? <i>(This number is Q2.2)</i> [calculated value]		# Non-Credentialed DSPs who left
2.6. What is the total number of Non-Credentialed DSPs who worked in the fiscal year and left before working 6 months?		# Non-Credentialed DSPs who left within 6M of hire
Non-Credentialed DSP Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all Non-Credentialed DSP positions.

Average Tenure	Answer	
2.7. What is the total number of Non-Credentialed DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non-Credentialed DSPs total
2.8. What is the total number of months employed across all current Non-Credentialed DSPs as of June 30?		# months all Non-Credentialed DSPs employed
Non-Credentialed DSP Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

This represents the percentage of Non-Credentialed DSPs who have been employed 13 or more months as of June 30.

13+ Months Tenure	Answer	
2.9. What is the total number of Non-Credentialed DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non-Credentialed DSPs total
2.10. What is the number of Non-Credentialed DSPs who have been employed for 13 or more months as of June 30?		# Non-Credentialed DSPs employed 13+ months
Non-Credentialed DSP Percent 13+ Months Tenure [calculated value]		%

3. Intentional Overtime and Non-Intentional Overtime Direct Support Professional Tenure and Vacancy

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please complete separately for Intentional Overtime and Non-Intentional Overtime DSPs.

Unless otherwise specified, please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

Intentional Overtime Direct Support Professionals

Number of Intentional Overtime Direct Support Professionals

Number of Intentional Overtime Direct Support Professionals	Answer	
1.1. What is the total number of Intentional Overtime DSPs as of June 30? <i>(This number is Q4c from Worksheet 1 – Organizational Information)</i> [calculated value]		# of Intentional Overtime DSPs

Crude Separation Rate (Turnover)

This represents the percentage of Intentional Overtime DSPs who left (turned over) out of all Intentional Overtime DSP positions in the fiscal year.

Crude Separation Rate	Answer	
1.2. What is the total number of Intentional Overtime DSPs who left in the fiscal year?		# Intentional Overtime DSPs who left
1.3. What is the total number of Intentional Overtime DSPs as of June 30? <i>(This number is Q1.1)</i> [calculated value]		# Intentional Overtime DSPs total
1.4. What is the number of vacant Intentional Overtime DSP positions as of June 30?		# vacant Intentional Overtime DSP positions
Intentional Overtime DSP Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of Intentional Overtime DSPs who left (turned over) with less than 6 months tenure fiscal year.

Early Turnover Rate	Answer	
1.5. What is the total number of Intentional Overtime DSPs who left in the fiscal year? <i>(This number is Q1.2)</i> [calculated value]		# Intentional Overtime DSPs who left
1.6. What is the total number of Intentional Overtime DSPs who worked in the fiscal year and left before working 6 months?		# Intentional Overtime DSPs who left within 6M of hire

Early Turnover Rate	Answer	
Intentional Overtime DSP Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all Intentional Overtime DSP positions.

Average Tenure	Answer	
1.7. What is the total number of Intentional Overtime DSPs as of June 30? <i>(This number is Q1.1)</i> [calculated value]		# Intentional Overtime DSPs total
1.8. What is the total number of months employed across all current Intentional Overtime DSPs as of June 30?		# months all Intentional Overtime DSPs employed
Intentional Overtime DSP Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

This represents the percentage of Intentional Overtime DSPs who have been employed 13 or more months as of June 30.

13+ Months Tenure	Answer	
1.9. What is the total number of Intentional Overtime DSPs as of June 30? <i>(This number is Q1.1)</i> [calculated value]		# Intentional Overtime DSPs total
1.10. What is the number of Intentional Overtime DSPs who have been employed for 13 or more months as of June 30?		# Intentional Overtime DSPs employed 13+ months
Intentional Overtime DSP Percent 13+ Months Tenure [calculated value]		%

Non-Intentional Overtime Direct Support Professionals

Number of Non-Intentional Overtime Direct Support Professionals

Number of Non-Intentional Overtime Direct Support Professionals	Answer
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2.1. What is the total number of Non-Intentional Overtime DSPs as of June 30? <i>(This number is calculated by subtracting Q1.1 from Q5 from Worksheet 2 - Direct Support Professional Tenure and Vacancy (all DSPs))</i> [calculated value]		# of Non-Intentional Overtime DSPs
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Crude Separation Rate (Turnover)

This represents the percentage of Non- Intentional Overtime DSPs who left (turned over) out of all Non- Intentional Overtime DSP positions in the fiscal year.

Crude Separation Rate	Answer	
2.2. What is the total number of Non-Intentional Overtime DSPs who left in the fiscal year?		# Non-Intentional Overtime DSPs who left
2.3. What is the total number of Non-Intentional Overtime DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non-Intentional Overtime DSPs total
2.4. What is the number of Non-Intentional Overtime vacant DSP positions as of June 30?		# vacant Non-Intentional Overtime DSP positions
Non-Intentional Overtime DSP Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of Non-Intentional Overtime DSPs who left (turned over) with less than 6 months tenure calendar year.

Early Turnover Rate	Answer	
2.5. What is the total number of Non-Intentional Overtime DSPs who left in the fiscal year? <i>(This number is Q2.2)</i> [calculated value]		# Non-Intentional Overtime DSPs who left
2.6. What is the total number of Non-Intentional Overtime DSPs who worked in the fiscal year and left before working 6 months?		# Non- Intentional Overtime DSPs who left within 6M of hire
Non-Intentional Overtime DSP Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all Non-Intentional Overtime DSP positions.

Average Tenure	Answer	
2.7. What is the total number of Non-Intentional Overtime DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non- Intentional Overtime DSPs total
2.8. What is the total number of months employed across all current Non-Intentional Overtime DSPs as of June 30?		# months all Non- Intentional Overtime DSPs employed
Non-Intentional Overtime DSP Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

-- This represents the percentage of Non-Intentional Overtime DSPs who have been employed 13 or more months as of June 30.

13+ Months Tenure	Answer	
2.9. What is the total number of Non-Intentional Overtime DSPs as of June 30? <i>(This number is Q2.1)</i> [calculated value]		# Non- Intentional Overtime DSPs total
2.10. What is the number of Non-Intentional Overtime DSPs who have been employed for 13 or more months as of June 30?		# Non- Intentional Overtime DSPs employed 13+ months
Non-Intentional Overtime DSP Percent 13+ Months Tenure [calculated value]		%

4. Direct Support Professional Overtime and Wages (all DSPs)

It is important to be aware of the wages paid to Direct Support Professionals as they can impact retention.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Unless otherwise specified, please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Direct Support Professional Wages

Hourly Wages for Direct Support Professionals	Answer
	All (Full-time and Part-time) DSPs
1. What is the average starting hourly wage for DSPs (example: 10.50)? <i>(To compute the average wage of all starting DSPs, add up the wages of all starting DSPs and divide by the total number of starting DSPs)</i>	
2. What is the average hourly wage for DSPs (example: 10.50)? <i>(To compute the average hourly wage of all DSPs, add up the hourly wages of all DSPs and divide by the total number of DSPs)</i>	

Direct Support Professional Overtime

Direct Support Professionals Overtime	Answer	
3. Between July 1 and June 30, how many total hours of overtime were paid out to DSPs?		# OT hours paid to DSPs
4. Annual Cost of Overtime Hours for DSPs [calculated value]		Total Cost of OT paid to DSPs

5. Credentialed and Non-Credentialed Direct Support Professional Overtime and Wages

It is important to be aware of the wages paid to Direct Support Professionals as they can impact retention.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please complete separately for Credentialed and Non-Credentialed DSPs.

Please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

For consultants, please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Credentialed Direct Support Professionals

Hourly Wages for Credentialed Direct Support Professionals	Answer
	Credentialed DSPs
1.1. What is the average starting hourly wage for Credentialed DSPs (example: 10.50)? <i>(To compute the average wage of all starting DSPs, add up the wages of all starting DSPs and divide by the total number of starting DSPs)</i>	
1.2. What is the average hourly wage for Credentialed DSPs (example: 10.50)? <i>(To compute the average hourly wage of all DSPs, add up the hourly wages of all DSPs and divide by the total number of DSPs)</i>	

Credentialed Direct Support Professional Overtime

Credentialed Direct Support Professionals Overtime	Answer	
1.3. Between July 1 and June 30, how many total hours of overtime were paid out to Credentialed DSPs?		# OT hours paid to Credentialed DSPs
1.4. Annual Cost of Overtime Hours for Credentialed DSPs [calculated value]		Total Cost of OT paid to Credentialed DSPs

Non-Credentialed Direct Support Professionals

Hourly Wages for Non-Credentialed Direct Support Professionals	Answer
	Non-Credentialed DSPs
2.1. What is the average starting hourly wage for Non-Credentialed DSPs (example: 10.50)? <i>(To compute the average wage of all starting DSPs, add up the wages of all starting DSPs and divide by the total number of starting DSPs)</i>	
2.2. What is the average hourly wage for Non-Credentialed DSPs (example: 10.50)? <i>(To compute the average hourly wage of all DSPs, add up the hourly wages of all DSPs and divide by the total number of DSPs)</i>	

Non-Credentialed Direct Support Professional Overtime

Non-Credentialed Direct Support Professionals Overtime	Answer	
2.3. Between July 1 and June 30, how many total hours of overtime were paid out to Non-Credentialed DSPs?		# OT hours paid to Non-Credentialed DSPs
2.4. Annual Cost of Overtime Hours for Non-Credentialed DSPs [calculated value]		Total Cost of OT paid to Non-Credentialed DSPs

6. Intentional Overtime and Non-Intentional Overtime DSP Overtime and Wages

It is important to be aware of the wages paid to Direct Support Professionals as they can impact retention.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please complete separately for Intentional Overtime and Non-Intentional Overtime DSPs.

Please do not include temporary DSPs, independent contractors, or on-call DSPs.

Please fill in all blanks. Enter a zero "0" for none.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Intentional Overtime Direct Support Professionals

Hourly Wages for Intentional Overtime DSPs	Answer
	Intentional Overtime DSPs
1.1. What is the average starting hourly wage for Intentional Overtime DSPs (example: 10.50)? <i>(To compute the average wage of all starting DSPs, add up the wages of all starting DSPs and divide by the total number of starting DSPs)</i>	
1.2. What is the average hourly wage for Intentional Overtime DSPs (example: 10.50)? <i>(To compute the average hourly wage of all DSPs, add up the hourly wages of all DSPs and divide by the total number of DSPs)</i>	

Intentional Overtime Direct Support Professional Overtime

Intentional Overtime Direct Support Professionals Overtime	Answer	
1.3. Between July 1 and June 30, how many total hours of overtime were paid out to Intentional Overtime DSPs?		# OT hours paid to Intentional Overtime DSPs
1.4. Annual Cost of Overtime Hours for Intentional Overtime DSPs [calculated value]		Total Cost of OT paid to Intentional Overtime DSPs

Non-Intentional Overtime Direct Support Professionals

Hourly Wages for Non-Intentional Overtime DSPs	Answer	
		Non-Intentional Overtime DSPs
2.1. What is the average starting hourly wage for Non-Intentional Overtime DSPs (example: 10.50)? <i>(To compute the average wage of all starting DSPs, add up the wages of all starting DSPs and divide by the total number of starting DSPs)</i>		
2.2. What is the average hourly wage for Non-Intentional Overtime DSPs (example: 10.50)? <i>(To compute the average hourly wage of all DSPs, add up the hourly wages of all DSPs and divide by the total number of DSPs)</i>		

Non-Intentional Overtime Direct Support Professional Overtime

Non-Intentional Overtime Direct Support Professionals Overtime	Answer	
2.3. Between July 1 and June 30, how many total hours of overtime were paid out to Non-Intentional Overtime DSPs?		# OT hours paid to Non-Intentional Overtime DSPs
2.4. Annual Cost of Overtime Hours for Non-Intentional Overtime DSPs [calculated value]		Total Cost of OT paid to Non-Intentional Overtime DSPs

7. Direct Support Professional Benefits

It is important to be aware of the benefits offered to Direct Support Professionals as they can impact retention. Benefits include Paid Time Off (PTO), paid sick leave, paid vacation, health insurance, and dental insurance. Other benefits include flexible work hours, holiday pay, retirement benefits, short-term disability, long-term disability, paid tuition or financial support for education, childcare, discounts at community businesses, health club memberships, and wellness programming or classes.

Please fill in all blanks. Enter a zero "0" for none.

Paid Time Off (PTO)

PTO is paid time off but does not differentiate between sick and vacation time.

PTO & Direct Support Professionals	Answer	
1. Does your organization offer Paid Time Off (PTO) to DSPs, not differentiating between sick and vacation time? <i>(Select Yes or No) (If No, skip to question 2)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
1a. If your organization offers Paid Time Off (PTO) to DSPs, what percent of eligible DSPs are using PTO through your organization?		% DSPs using PTO
1b. If your organization offers Paid Time Off (PTO), what was the total amount of money spent on Paid Time Off (PTO) for DSPs during the calendar year (January 1 to December 31)?		\$ spent on PTO for DSPs

Paid Sick Leave

Paid Sick Leave & Direct Support Professionals	Answer	
2. Does your organization offer paid sick leave to DSPs? <i>(Select Yes or No) (If No, skip to question 3)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
2a. If your organization offers paid sick leave to DSPs, what percent of eligible DSPs are using paid sick leave through your organization?		% DSPs using paid sick leave
2b. If your organization offers paid sick leave, what was the total amount of money spent on paid sick leave for DSPs during the calendar year (January 1 to December 31)?		\$ spent on paid sick leave for DSPs

Paid Vacation

Paid Vacation & Direct Support Professionals	Answer	
3. Does your organization offer paid vacation to DSPs? <i>(Select Yes or No) (If No, skip to question 4)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
3a. If your organization offers paid vacation to DSPs, what percent of eligible DSPs are using paid sick leave through your organization?		% DSPs using paid vacation
3b. If your organization offers paid vacation to DSPs, what was the total amount of money spent on paid vacation for DSPs during the calendar year (January 1 to December 31)?		\$ spent on paid vacation for DSPs

Health Insurance

Health Insurance & Direct Support Professionals	Answer	
4. Does your organization offer health insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 5)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
4a. What is the minimum number of hours a DSP has to work per week to be eligible for health insurance?		# hours weekly
4b. If your organization offers health insurance to DSPs, what percent of eligible DSPs are enrolled in health insurance through your organization?		% DSPs enrolled in health insurance
4c. If your organization offers health insurance to DSPs, what was the total amount of money spent on health insurance for DSPs during the calendar year (January 1 to December 31)?		\$ spent on health insurance for DSPs

Health Insurance Costs and Direct Support Professionals

Single Coverage	Answer	
5. Does your organization offer a single coverage plan for health insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 6)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
5a. If your organization offers a single coverage plan for health insurance to DSPs, how much is the organization's monthly health insurance premium contribution per DSP?		\$ organization monthly cost per DSP for single coverage
5b. If your organization offers a single coverage plan for health insurance to DSPs, how much is the DSP's monthly health insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for single coverage

Single Plus 1 Coverage	Answer	
6. Does your organization offer a single coverage plus 1 plan for health insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 7)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6a. If your organization offers a single coverage plus 1 plan for health insurance to DSPs, how much is the organization's monthly health insurance premium contribution per DSP?		\$ organization monthly cost per DSP for single plus 1 coverage
6b. If your organization offers a single coverage plus 1 plan for health insurance to DSPs, how much is the DSP's monthly health insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for single plus 1 coverage

Family Coverage	Answer	
7. Does your organization offer a family coverage plan for health insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 8)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
7a. If your organization offers a family coverage plan for health insurance to DSPs, how much is the organization's monthly health insurance premium contribution per DSP?		\$ organization monthly cost per DSP for family coverage
7b. If your organization offers a family coverage plan for health insurance to DSPs, how much is the DSP's monthly health insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for family coverage

Other Health Insurance Coverage	Answer	
8. Does your organization offer another coverage plan for health insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 9)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
8a. What is the other coverage plan for health insurance offered to DSPs? <i>(Fill in the blank)</i>		
8b. If your organization offers another coverage plan for health insurance to DSPs, how much is the organization's monthly health insurance premium contribution per DSP?		\$ organization monthly cost per DSP for other coverage
8c. If your organization offers another coverage plan for health insurance to DSPs, how much is the DSP's monthly health insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for other coverage

Dental Insurance

Dental Insurance & Direct Support Professionals	Answer	
9. Does your organization offer dental insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 10)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
9a. What is the minimum number of hours a DSP has to work per week to be eligible for dental insurance?		# hours weekly
9b. If your organization offers dental insurance to DSPs, what percent of eligible DSPs are enrolled in dental insurance through your organization?		% DSPs enrolled in dental insurance
9c. If your organization offers dental insurance to DSPs, what was the total amount of money spent on dental insurance for DSPs during the calendar year (January 1 to December 31)?		\$ spent on dental insurance for DSPs

Dental Insurance Costs and Direct Support Professionals

Single Coverage	Answer	
10. Does your organization offer a single coverage plan for dental insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 11)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
10a. If your organization offers a single coverage plan for dental insurance to DSPs, how much is the organization's monthly dental insurance premium contribution per DSP?		\$ organization monthly cost per DSP for single coverage
10b. If your organization offers a single coverage plan for dental insurance to DSPs, how much is the DSP's monthly dental insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for single coverage

Single Plus 1 Coverage	Answer	
11. Does your organization offer a single coverage plus 1 plan for dental insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 12)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
11a. If your organization offers a single coverage plus 1 plan for dental insurance to DSPs, how much is the organization's monthly dental insurance premium contribution per DSP?		\$ organization monthly cost per DSP for single plus 1 coverage
11b. If your organization offers a single coverage plus 1 plan for dental insurance to DSPs, how much is the DSP's monthly dental insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for single plus 1 coverage

Family Coverage	Answer	
12. Does your organization offer a family coverage plan for dental insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 13)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
12a. If your organization offers a family coverage plan for dental insurance to DSPs, how much is the organization's monthly dental insurance premium contribution per DSP?		\$ organization monthly cost per DSP for family coverage
12b. If your organization offers a family coverage plan for dental insurance to DSPs, how much is the DSP's monthly dental insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for family coverage

Other Dental Insurance Coverage	Answer	
13. Does your organization offer another coverage plan for dental insurance to DSPs? <i>(Select Yes or No) (If No, skip to question 14)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Other Dental Insurance Coverage	Answer	
13a. What is the other coverage plan for dental insurance offered to DSPs? <i>(Fill in the blank)</i>		
13b. If your organization offers another coverage plan for dental insurance to DSPs, how much is the organization's monthly dental insurance premium contribution per DSP?		\$ organization monthly cost per DSP for other coverage
13c. If your organization offers another coverage plan for dental insurance to DSPs, how much is the DSP's monthly dental insurance premium contribution per DSP?		\$ DSP monthly cost per DSP for other coverage

Flexible Work Hours

Flexible Work Hours & Direct Support Professionals	Answer	
14. Does your organization offer flexible work hours to DSPs? <i>(Select Yes or No) (If No, skip to question 15)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
14a. If your organization offers flexible work hours to DSPs, what percent of eligible DSPs are using flexible work hours?		% DSPs using flexible work hours
14b. If your organization offers flexible work hours to DSPs, what was the total amount of money spent to accommodate flexible work hours for DSPs during the calendar year (January 1 to December 31)?		\$ spent on flexible hours for DSPs

Paid Holidays

Paid Holidays & Direct Support Professionals	Answer	
15. Does your organization offer paid holidays to DSPs? <i>(Select Yes or No) (If No, skip to question 16)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
15a. If your organization offers paid holidays to DSPs, what percent of eligible DSPs receive paid holidays?		% DSPs using paid holidays
15b. If your organization offers paid holidays, what was the total amount of money spent on paid holidays for DSPs during the calendar year (January 1 to December 31)?		\$ spent on paid holidays for DSPs

Retirement Benefits

Retirement Benefits & Direct Support Professionals	Answer	
16. Does your organization offer a retirement package or plan to DSPs? <i>(Select Yes or No) (If No, skip to question 17)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

16a. If your organization offers a retirement package or plan to DSPs, what percent of eligible DSPs are using the retirement package or plan?		% DSPs using retirement plan
16b. If your organization offers a retirement package or plan to DSPs, what was the total amount of money spent on retirement packages or plans for DSPs during the calendar year (January 1 to December 31)?		\$ spent on retirement plans for DSPs
16c. If your organization offers a retirement package or plan to DSPs, when do DSPs become eligible for that retirement package or plan? (Fill in the blank)		

Short-term Disability

Short-term Disability & Direct Support Professionals	Answer	
17. Does your organization offer short-term disability to DSPs? <i>(Select Yes or No) (If No, skip to question 18)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
17a. If your organization offers short-term disability to DSPs, what percent of eligible DSPs are using short-term disability?		% DSPs using short-term disability
17b. If your organization offers short-term disability to DSPs, what was the total amount of money spent on short-term disability for DSPs during the calendar year (January 1 to December 31)?		\$ spent on short-term disability for DSPs

Long-term Disability

Long-term Disability & Direct Support Professionals	Answer	
18. Does your organization offer long-term disability to DSPs? <i>(Select Yes or No) (If No, skip to question 19)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
18a. If your organization offers long-term disability to DSPs, what percent of eligible DSPs are using long-term disability?		% DSPs using long-term disability
18b. If your organization offers long-term disability to DSPs, what was the total amount of money spent on long-term disability for DSPs during the calendar year (January 1 to December 31)?		\$ spent on long-term disability for DSPs

Paid Tuition & Financial Support for Education

Paid Tuition and Financial Support & Direct Support Professionals	Answer	
19. Does your organization offer paid tuition or financial support for education to DSPs? <i>(Select Yes or No) (If No, skip to question 20)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Paid Tuition and Financial Support & Direct Support Professionals	Answer	
19a. If your organization offers paid tuition and financial support for education to DSPs, what percent of eligible DSPs receive paid tuition and financial support for education?		% DSPs using paid tuition and financial support for education
19b. If your organization offers paid tuition and financial support for education, what was the total amount of money spent on paid tuition and financial support for education for DSPs during the calendar year (January 1 to December 31)?		\$ spent on paid tuition and financial support for education for DSPs

Childcare

Childcare & Direct Support Professionals	Answer	
20. Does your organization offer childcare or childcare cost reimbursement to DSPs? <i>(Select Yes or No) (If No, skip to question 21)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
20a. If your organization offers childcare or childcare cost reimbursement to DSPs, what percent of eligible DSPs are using the childcare or childcare cost reimbursement?		% DSPs using childcare assistance
20b. If your organization offers childcare or childcare cost reimbursement to DSPs, what was the total amount of money spent on childcare or childcare cost reimbursement for DSPs during the calendar year (January 1 to December 31)?		\$ spent on childcare assistance for DSPs

Discounts at Community Businesses

Discounts at Community Businesses & Direct Support Professionals	Answer	
21. Does your organization offer discounts at community businesses to DSPs? <i>(Select Yes or No) (If No, skip to question 22)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
21a. If your organization offers discounts at community businesses to DSPs, what percent of eligible DSPs are using discounts at community businesses?		% DSPs using discounts at community businesses
21b. If your organization offers discounts at community businesses to DSPs, what was the total amount of money spent on discounts at community businesses for DSPs during the calendar year (January 1 to December 31)?		\$ spent on discounts at community businesses for DSPs

Health Club Memberships

Health Club Memberships & Direct Support Professionals	Answer	
22. Does your organization offer health club memberships to DSPs? <i>(Select Yes or No) (If No, skip to question 23)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
22a. If your organization offers health club memberships to DSPs, what percent of eligible DSPs are using health club memberships?		% DSPs using health club memberships
22b. If your organization offers health club memberships to DSPs, what was the total amount of money spent on health club memberships for DSPs during the calendar year (January 1 to December 31)?		\$ spent on health club memberships for DSPs

Wellness Programming or Classes

Wellness Programming or Classes & Direct Support Professionals	Answer	
23. Does your organization offer wellness programming or classes to DSPs? <i>(Select Yes or No) (If No, skip to question 24)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
23a. If your organization offers wellness programming or classes to DSPs, what percent of eligible DSPs are using health club memberships?		% DSPs using wellness programming or classes
23b. If your organization offers wellness programming or classes to DSPs, what was the total amount of money spent on wellness programming or classes for DSPs during the calendar year (January 1 to December 31)?		\$ spent on wellness programming or classes for DSPs

Other Voluntary Benefits

Other Voluntary Benefits & Direct Support Professionals	Answer	
24. Does your organization offer any other benefits to DSPs? <i>(Select Yes or No)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
24a. If your organization offers other benefits to DSPs, what percent of eligible DSPs are using other benefits?		% DSPs using other voluntary benefits
24b. If your organization offers other benefits to DSPs, what was the total amount of money spent on other benefits for DSPs during the calendar year (January 1 to December 31)?		\$ spent on other voluntary benefits for DSPs

25. Please list your other voluntary benefits for DSPs.

	Other Voluntary Benefits for DSPs
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

8. Frontline Supervisor Tenure and Vacancy

It is important to understand Frontline Supervisor retention trends in your organization. This includes Employee Status, Crude Separation Rate (Turnover), Early Turnover, Vacancy Rate, the type of Separation (Involuntary/Voluntary), and Tenure.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Employee Status

This represents the FTE breakdown of FLSs for all FLS positions in the fiscal year.

Number of Frontline Supervisors	Answer	
1. What is the total number of Full-time FLSs as of June 30?		# of FT FLSs
2. What is the total number of Part-time FLSs as of June 30?		# of PT FLSs
Total Number of FLSs [calculated value]		# FLSs

Crude Separation Rate (Turnover)

This represents the percentage of FLSs who left (turned over) out of all FLS positions in the fiscal year.

Crude Separation Rate	Answer	
3. What is the total number of FLSs who left in the fiscal year?		# FLSs who left
4. What is the total number of FLSs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# FLSs total
5. What is the number of vacant FLS positions as of June 30?		# vacant FLS positions
FLS Crude Separation Rate (Turnover) [calculated value]		%

Early Turnover Rate

This represents the percentage of FLSs who left (turned over) with less than 6 months tenure fiscal year.

Early Turnover Rate	Answer	
6. What is the total number of FLSs who left in the fiscal year? <i>(This number is Q3)</i> [calculated value]		# FLSs who left
7. What is the total number of FLSs who worked in the fiscal year and left before working 6 months?		# FLSs who left within 6M of hire
FLS Early Turnover Rate – Within 6 Months of Hire [calculated value]		%

Percent of FLS Voluntary vs. Involuntary Termination

This represents the percentage of FLSs who left voluntarily and involuntarily in the fiscal year.

Percent of Voluntary Frontline Supervisor Termination	Answer	
8. What is the total number of FLSs who left in the fiscal year? <i>(This number is Q3)</i> [calculated value]		# FLSs who left
9. Of the FLSs who left their position in the past year, what is the number of FLSs who left voluntarily as of June 30?		# FLSs who left voluntarily
% Voluntary FLS Termination [calculated value]		%

Percent of Involuntary Frontline Supervisor Termination	Answer	
10. What is the total number of FLSs who left in the fiscal year? <i>(This number is Q3)</i> [calculated value]		# FLSs who left

Percent of Involuntary Frontline Supervisor Termination	Answer	
11. Of the FLSs who left their position in the past year, what is the number of FLSs who left involuntarily as of June 30?		# FLSs who left involuntarily
% Involuntary FLS Termination [calculated value]		%

Vacancy Rate

This represents the percentage of vacant FLSs positions out of all FLS full- and part-time FLS positions in the fiscal year.

Vacancy Rate	Answer	
12. What is the total number of FLSs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# FLSs total
13. What is the number of vacant FLS positions as of June 30? <i>(This number is Q5)</i> [calculated value]		# vacant FLS positions
FLS Vacancy Rate [calculated value]		%

Average Tenure

This represents the average tenure (in months) across all full- and part-time FLS positions.

Average Tenure	Answer	
14. What is the total number of FLSs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# FLSs total
15. What is the total number of months employed across all current FLSs as of June 30?		# months all FLSs employed
FLS Average Tenure (in months) [calculated value]		months

Percent 13+ Months Tenure

This represents the percentage of full- and part-time FLSs who have been employed 13 or more months as of June 30.

13+ Months Tenure	Answer	
16. What is the total number of FLSs as of June 30? <i>(This number is the sum of Q1 and Q2)</i> [calculated value]		# FLSs total
17. What is the number of FLSs who have been employed for 13 or more months as of June 30?		# FLSs employed 13+ months
FLS Percent 13+ Months Tenure [calculated value]		%

9. Frontline Supervisor Overtime and Wages

It is important to be aware of the wages offered to Frontline Supervisors as they can impact retention.

These calculations assume you are making computations based on the fiscal year. Please refer to the time frame from the fiscal year (July 1 to June 30).

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Frontline Supervisor Salaries

Salaries for Frontline Supervisors	Answer
	All (Full-time and Part-time) FLSs
1. What is the average starting salary for FLSs (example: 25,000)? <i>(To compute an average salary of all starting FLSs, add up the salaries of all starting FLS and divide by the total number of starting FLSs)</i>	
2. What is the average annual salary for FLSs (example: 35,000)? <i>(To compute an average annual salary of all FLSs, add up the annual salaries of all FLSs and divide by the total number of FLSs)</i>	

Frontline Supervisor Overtime

Frontline Supervisors Overtime	Answer	
3. Between July 1 and June 30, how many total hours of overtime were paid out to FLSs?		# OT hours paid to FLSs
4. Annual Cost of Overtime Hours for FLSs [calculated value]		Total Cost of OT paid to FLSs

10. Frontline Supervisor Benefits

It is important to be aware of the benefits offered to Frontline Supervisors as they can impact retention. Benefits include Paid Time Off (PTO), paid sick leave, paid vacation, and health insurance. Other benefits include flexible work hours, holiday pay, retirement benefits, short-term disability, long-term disability, paid tuition or financial support for education, childcare, discounts at community businesses, health club memberships, and wellness programming or classes.

Please fill in all blanks. Enter a zero "0" for none.

Paid Time Off (PTO)

PTO is paid time off but does not differentiate between sick and vacation time.

PTO & Frontline Supervisors	Answer	
1. Does your organization offer Paid Time Off (PTO) to FLSs, not differentiating between sick and vacation time? <i>(Select Yes or No) (If No, skip to question 2)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
1a. If your organization offers Paid Time Off (PTO) to FLSs, what percent of eligible FLSs are using PTO through your organization?		% FLSs using PTO
1b. If your organization offers Paid Time Off (PTO), what was the total amount of money spent on Paid Time Off (PTO) for FLSs during the calendar year (January 1 to December 31)?		\$ spent on PTO for FLSs

Paid Sick Leave

Paid Sick Leave & Frontline Supervisors	Answer	
2. Does your organization offer paid sick leave to FLSs? <i>(Select Yes or No) (If No, skip to question 3)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
2a. If your organization offers paid sick leave to FLSs, what percent of eligible FLSs are using paid sick leave through your organization?		% FLSs using paid sick leave
2b. If your organization offers paid sick leave, what was the total amount of money spent on paid sick leave for FLSs during the calendar year (January 1 to December 31)?		\$ spent on paid sick leave for FLSs

Paid Vacation

Paid Vacation & Frontline Supervisors	Answer	
3. Does your organization offer paid vacation to FLSs? <i>(Select Yes or No) (If No, skip to question 4)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
3a. If your organization offers paid vacation to FLSs, what percent of eligible FLSs are using paid sick leave through your organization?		% FLSs using paid vacation
3b. If your organization offers paid vacation to FLSs, what was the total amount of money spent on paid vacation for FLSs during the calendar year (January 1 to December 31)?		\$ spent on paid vacation for FLSs

Health Insurance

Health Insurance & Frontline Supervisors	Answer	
4. Does your organization offer health insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 5)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
4a. What is the minimum number of hours a FLS has to work per week to be eligible for health insurance?		# hours weekly
4b. If your organization offers health insurance to FLSs, what percent of eligible FLSs are enrolled in health insurance through your organization?		% FLSs enrolled in health insurance
4c. If your organization offers health insurance to FLSs, what was the total amount of money spent on health insurance for FLSs during the calendar year (January 1 to December 31)?		\$ spent on health insurance for FLSs

Health Insurance Costs and Frontline Supervisors

Single Coverage	Answer	
5. Does your organization offer a single coverage plan for health insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 6)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
5a. If your organization offers a single coverage plan for health insurance to FLSs, how much is the organization's monthly health insurance premium contribution per FLS?		\$ organization monthly cost per FLS for single coverage
5b. If your organization offers a single coverage plan for health insurance to FLSs, how much is the FLS's monthly health insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for single coverage

Single Plus 1 Coverage	Answer	
6. Does your organization offer a single coverage plus 1 plan for health insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 7)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6a. If your organization offers a single coverage plus 1 plan for health insurance to FLSs, how much is the organization's monthly health insurance premium contribution per FLS?		\$ organization monthly cost per FLS for single plus 1 coverage
6b. If your organization offers a single coverage plus 1 plan for health insurance to FLSs, how much is the DSP's monthly health insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for single plus 1 coverage

Family Coverage	Answer	
7. Does your organization offer a family coverage plan for health insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 8)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
7a. If your organization offers a family coverage plan for health insurance to FLSs, how much is the organization's monthly health insurance premium contribution per FLS?		\$ organization monthly cost per FLS for family coverage
7b. If your organization offers a family coverage plan for health insurance to FLSs, how much is the FLS's monthly health insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for family coverage

Other Health Insurance Coverage	Answer	
8. Does your organization offer another coverage plan for health insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 9)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
8a. What is the other coverage plan for health insurance offered to FLSs? <i>(Fill in the blank)</i>		
8b. If your organization offers another coverage plan for health insurance to FLSs, how much is the organization's monthly health insurance premium contribution per FLS?		\$ organization monthly cost per FLS for other coverage
8c. If your organization offers another coverage plan for health insurance to FLSs, how much is the FLS's monthly health insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for other coverage

Dental Insurance

Dental Insurance & Frontline Supervisors	Answer	
9. Does your organization offer dental insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 10)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
9a. What is the minimum number of hours a FLS has to work per week to be eligible for dental insurance?		# hours weekly
9b. If your organization offers dental insurance to FLSs, what percent of eligible FLSs are enrolled in dental insurance through your organization?		% FLSs enrolled in dental insurance
9c. If your organization offers dental insurance to FLSs, what was the total amount of money spent on dental insurance for FLSs during the calendar year (January 1 to December 31)?		\$ spent on dental insurance for FLSs

Dental Insurance Costs and Frontline Supervisors

Single Coverage	Answer	
10. Does your organization offer a single coverage plan for dental insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 11)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
10a. If your organization offers a single coverage plan for dental insurance to FLSs, how much is the organization's monthly dental insurance premium contribution per FLS?		\$ organization monthly cost per FLS for single coverage
10b. If your organization offers a single coverage plan for dental insurance to FLSs, how much is the FLS's monthly dental insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for single coverage

Single Plus 1 Coverage	Answer	
11. Does your organization offer a single coverage plus 1 plan for dental insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 12)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
11a. If your organization offers a single coverage plus 1 plan for dental insurance to FLSs, how much is the organization's monthly dental insurance premium contribution per FLS?		\$ organization monthly cost per FLS for single plus 1 coverage
11b. If your organization offers a single coverage plus 1 plan for dental insurance to FLSs, how much is the FLS's monthly dental insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for single plus 1 coverage

Family Coverage	Answer	
12. Does your organization offer a family coverage plan for dental insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 13)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
12a. If your organization offers a family coverage plan for dental insurance to FLSs, how much is the organization's monthly dental insurance premium contribution per FLS?		\$ organization monthly cost per FLS for family coverage
12b. If your organization offers a family coverage plan for dental insurance to FLSs, how much is the FLS's monthly dental insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for family coverage

Other Dental Insurance Coverage	Answer	
13. Does your organization offer another coverage plan for dental insurance to FLSs? <i>(Select Yes or No) (If No, skip to question 14)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Other Dental Insurance Coverage	Answer	
13a. What is the other coverage plan for dental insurance offered to FLSs? <i>(Fill in the blank)</i>		
13b. If your organization offers another coverage plan for dental insurance to FLSs, how much is the organization's monthly dental insurance premium contribution per FLS?		\$ organization monthly cost per FLS for other coverage
13c. If your organization offers another coverage plan for dental insurance to FLSs, how much is the FLS's monthly dental insurance premium contribution per FLS?		\$ FLS monthly cost per FLS for other coverage

Flexible Work Hours

Flexible Work Hours & Frontline Supervisors	Answer	
14. Does your organization offer flexible work hours to FLSs? <i>(Select Yes or No) (If No, skip to question 15)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
14a. If your organization offers flexible work hours to FLSs, what percent of eligible FLSs are using flexible work hours?		% FLSs using flexible work hours
14b. If your organization offers flexible work hours to FLSs, what was the total amount of money spent to accommodate flexible work hours for FLSs during the calendar year (January 1 to December 31)?		\$ spent on flexible hours for FLSs

Paid Holidays

Paid Holidays & Frontline Supervisors	Answer	
15. Does your organization offer paid holidays to FLSs? <i>(Select Yes or No) (If No, skip to question 16)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
15a. If your organization offers paid holidays to FLSs, what percent of eligible FLSs receive paid holidays?		% FLSs using paid holidays
15b. If your organization offers paid holidays, what was the total amount of money spent on paid holidays for FLSs during the calendar year (January 1 to December 31)?		\$ spent on paid holidays for FLSs

Retirement Benefits

Retirement Benefits & Frontline Supervisors	Answer	
16. Does your organization offer a retirement package or plan to FLSs? <i>(Select Yes or No) (If No, skip to question 17)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Retirement Benefits & Frontline Supervisors	Answer	
16a. If your organization offers a retirement package or plan to FLSs, what percent of eligible FLSs are using the retirement package or plan?		% FLSs using retirement plan
16b. If your organization offers a retirement package or plan to FLSs, what was the total amount of money spent on retirement packages or plans for FLSs during the calendar year (January 1 to December 31)?		\$ spent on retirement plans for FLSs
16c. If your organization offers a retirement package or plan to FLSs, when do FLSs become eligible for that retirement package or plan? <i>(Fill in the blank)</i>		

Short-term Disability

Short-term Disability & Frontline Supervisors	Answer	
17. Does your organization offer short-term disability to FLSs? <i>(Select Yes or No) (If No, skip to question 18)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
17a. If your organization offers short-term disability to FLSs, what percent of eligible FLSs are using short-term disability?		% FLSs using short-term disability
17b. If your organization offers short-term disability to FLSs, what was the total amount of money spent on short-term disability for FLSs during the calendar year (January 1 to December 31)?		\$ spent on short-term disability for FLSs

Long-term Disability

Long-term Disability & Frontline Supervisors	Answer	
18. Does your organization offer long-term disability to FLSs? <i>(Select Yes or No) (If No, skip to question 19)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
18a. If your organization offers long-term disability to FLSs, what percent of eligible FLSs are using long-term disability?		% FLSs using long-term disability
18b. If your organization offers long-term disability to FLSs, what was the total amount of money spent on long-term disability for FLSs during the calendar year (January 1 to December 31)?		\$ spent on long-term disability for FLSs

Paid Tuition & Financial Support for Education

Paid Tuition and Financial Support & Frontline Supervisors	Answer	
19. Does your organization offer paid tuition or financial support for education to FLSs? <i>(Select Yes or No) (If No, skip to question 20)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Paid Tuition and Financial Support & Frontline Supervisors	Answer	
19a. If your organization offers paid tuition and financial support for education to FLSs, what percent of eligible FLSs receive paid tuition and financial support for education?		% FLSs using paid tuition and financial support for education
19b. If your organization offers paid tuition and financial support for education, what was the total amount of money spent on paid tuition and financial support for education for FLSs during the calendar year (January 1 to December 31)?		\$ spent on paid tuition and financial support for education for FLSs

Childcare

Childcare & Frontline Supervisors	Answer	
20. Does your organization offer childcare or childcare cost reimbursement to FLSs? <i>(Select Yes or No) (If No, skip to question 21)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
20a. If your organization offers childcare or childcare cost reimbursement to FLSs, what percent of eligible FLSs are using the childcare or childcare cost reimbursement?		% FLSs using childcare assistance
20b. If your organization offers childcare or childcare cost reimbursement to FLSs, what was the total amount of money spent on childcare or childcare cost reimbursement for FLSs during the calendar year (January 1 to December 31)?		\$ spent on childcare assistance for FLSs

Discounts at Community Businesses

Discounts at Community Businesses & Frontline Supervisors	Answer	
21. Does your organization offer discounts at community businesses to FLSs? <i>(Select Yes or No) (If No, skip to question 22)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
21a. If your organization offers discounts at community businesses to FLSs, what percent of eligible FLSs are using discounts at community businesses?		% FLSs using discounts at community businesses
21b. If your organization offers discounts at community businesses to FLSs, what was the total amount of money spent on discounts at community businesses for FLSs during the calendar year (January 1 to December 31)?		\$ spent on discounts at community businesses for FLSs

Health Club Memberships

Health Club Memberships & Frontline Supervisors	Answer	
22. Does your organization offer health club memberships to FLSs? <i>(Select Yes or No) (If No, skip to question 23)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
22a. If your organization offers health club memberships to FLSs, what percent of eligible FLSs are using health club memberships?		% FLSs using health club memberships
22b. If your organization offers health club memberships to FLSs, what was the total amount of money spent on health club memberships for FLSs during the calendar year (January 1 to December 31)?		\$ spent on health club memberships for FLSs

Wellness Programming or Classes

Wellness Programming or Classes & Frontline Supervisors	Answer	
23. Does your organization offer wellness programming or classes to FLSs? <i>(Select Yes or No) (If No, skip to question 24)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
23a. If your organization offers wellness programming or classes to FLSs, what percent of eligible FLSs are using health club memberships?		% FLSs using wellness programming or classes
23b. If your organization offers wellness programming or classes to FLSs, what was the total amount of money spent on wellness programming or classes for FLSs during the calendar year (January 1 to December 31)?		\$ spent on wellness programming or classes for FLSs

Other Voluntary Benefits

Other Voluntary Benefits & Frontline Supervisors	Answer	
24. Does your organization offer any other benefits to FLSs? <i>(Select Yes or No)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
24a. If your organization offers other benefits to FLSs, what percent of eligible FLSs are using other benefits?		% FLSs using other voluntary benefits
24b. If your organization offers other benefits to FLSs, what was the total amount of money spent on other benefits for FLSs during the calendar year (January 1 to December 31)?		\$ spent on other voluntary benefits for FLSs

25. Please list your other voluntary benefits for FLSs.

	Other Voluntary Benefits for FLSs
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

11. Cost of Turnover Calculator

Turnover is costly. It is important to understand how much it costs your organization each time an employee leaves your organization. This can be done by estimating separation, replacement, and training and material costs.

Costs should be calculated on the average time spent and wages of the personnel and new hires involved. Each item should be identified with a dollar amount and then added together to get the total estimated costs per hire.

** Note: Hourly wages include both salary and benefit costs for the average employee in the job classifications involved in the activity.

Please fill in all blanks. Enter a zero "0" for none.

Gray boxes are a **calculated value**.

For consultants: please fill in the survey for fiscal year: July 1, 20____ to June 30, 20____

Separation Costs

These are costs accrued during the process of an existing employee departing from the organization.

Separation Costs	Answer		Cost [calculated value]
Exit interview/s			
1. How many hours are spent on exit interview/s of a departing employee by HR/supervisory staff (on average)?		# hours	-----
2. What is the average HR/supervisory staff hourly wage?		\$ per hour	
3. What is the cost of materials used for exit interview/s of a departing employee (on average)?		\$	
Total cost of exit interview/s [calculated value]			
Administrative costs of terminating an employee			
4. How many hours are spent on administrative tasks related to a termination by HR staff (on average)?		# hours	-----
5. What is the average HR staff hourly wage?		\$ per hour	
Total administrative costs of terminating an employee [calculated value]			
Costs of overtime paid until a vacancy is filled			
6. What was the average number of overtime hours paid per week per vacancy this calendar year?		# hours	-----
7. What is the average overtime wage per hour?		\$ per hour	
8. What was the average number of weeks a position was vacant this calendar year?		# weeks	
Total cost of overtime paid until a vacancy is filled [calculated value]			
Cost of temporary help to cover a vacancy			
9. What was the average number of temporary help hours per week per vacancy this calendar year?		# hours	-----
10. What is the average wage of temporary help per hour?		\$ per hour	
11. What was the average number of weeks a position was vacant this calendar year? <i>(This number is Q8)</i> [calculated value]		# weeks	
Total cost of temporary help to cover a vacancy [calculated value]			
Other separation costs			
12. Other separation costs for a departing employee (on average)		\$	-----

Separation Costs	Answer	Cost [calculated value]
Exit interview/s		
Total Separation Costs [calculated value]		

Replacement Costs

These are costs related to hiring of a new employee to replace the leaver.

Replacement Costs	Answer		Cost [calculated value]
Costs of attracting an applicant			
13. What was the average cost of advertisements for an open position this calendar year?		\$	-----
14. How many hours are spent on developing advertisements and marketing materials for an open position by HR staff (on average)?		# hours	
15. What is the average HR staff hourly wage? (This number is Q5) [calculated value]		\$ per hour	
Total cost of attracting an applicant [calculated value]			

Pre-employment administration			
16. What was the average cost of materials for an interviewee this calendar year?		\$	-----
17. How many hours are spent receiving and reviewing the application and contacting the applicant by HR staff (on average)?		# hours	
18. What is the average HR staff hourly wage? <i>(This number is Q5)</i> [calculated value]		\$ per hour	
Total cost of pre-employment administration [calculated value]			
Entrance interview/s			
19. How many hours are spent on entrance interviews for an interviewee by HR/supervisory staff (on average)?		# hours	-----
20. What is the average HR/supervisory staff hourly wage? <i>(This number is Q2)</i> [calculated value]		\$ per hour	
21. How many hours are spent on a Realistic Job Preview for an interviewee by supervisory staff (on average)?		# hours	
22. What is the average supervisory staff hourly wage?		\$ per hour	
Total cost of entrance interview/s [calculated value]			
Cost of employment decision			
23. How many hours are spent on checking references and discussion of the candidate by HR/supervisory staff (on average)?		# hours	-----
24. What is the average HR/supervisory staff hourly wage? <i>(This number is Q2)</i> [calculated value]		\$ per hour	
25. How many hours are spent on paperwork and processing for the candidate by HR staff (on average)?		# hours	
26. What is the average HR staff hourly wage? <i>(This number is Q5)</i> [calculated value]		\$ per hour	
27. What was the average cost of drug testing and/or health screening of a candidate this calendar year?		\$	
28. What was the average cost of background and driver's license checks of a candidate this calendar year?		\$	
Total cost of employment decision [calculated value]			
Other replacement costs			

29. Other replacement costs for a new hire (on average)		\$	-----
Total Replacement Costs [calculated value]			

Orientation and Training Costs

These are costs related to the orientation and training of a newly hired employee to equip them with basic competency and skills required to assume regular job duties.

Orientation and Training Costs	Answer		Cost [calculated value]
Training materials			
30. What is the cost of informational literature and training materials for initial training and orientation of a new hire (on average)?		\$	-----
Total cost of training materials [calculated value]			
Formal training costs			
31. How many hours do trainers spend in formal training sessions with a new hire (on average)?		# hours	-----
32. What is the average hourly wage of trainers?		\$ per hour	
33. How many hours does a new hire spend in formal training sessions (on average)?		# hours	
34. What is the average hourly wage of a new hire?		\$ per hour	
35. What is the cost of tuition or registration fees for training delivered by an outside entity for a new hire (on average)?		\$	
Total cost of formal training [calculated value]			
Informal training costs			
36. How many hours do supervisors spend delivering informal training to a new hire (on average)?		# hours	-----
37. What is the average supervisory staff hourly wage? (This number is Q22) [calculated value]		\$ per hour	
38. How many extra hours of DSP staffing are needed during the informal training period of a new hire (on average)?		# hours	
39. What is the average hourly wage of DSPs?		\$ per hour	
40. What is the average number of double-staffed hours during the informal training period of a new hire?		# hours	
41. What is the average hourly wage of a new hire? (This number is Q34) [calculated value]		\$ per hour	
Total cost of informal training [calculated value]			

New hire personnel file prep			
42. How many hours are spent on developing an employee training file for a new hire by HR/supervisory staff (on average)?		# hours	-----
43. What is the average HR/supervisory staff hourly wage? <i>(This number is Q2)</i> [calculated value]		\$ per hour	
Total cost of new hire personnel file prep [calculated value]			
Other orientation and training costs			
44. Other orientation and training costs for a new hire (on average)		\$	-----
Total Orientation and Training Costs [calculated value]			

Cost of Turnover Per New Hire [calculated value]	
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Number of new hires		
45. What was the number of new hires this calendar year?		# new hires

Total Cost of Turnover [calculated value]	
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Appendix 3. DSP II Training Program Brochure



**DSP II
TRAINING**
Program

MDDSP
TRAINING CONSORTIUM

**Competency-
based training for
your Direct
Support
Professional
Workforce**

The five-month DSP II Training Program is hybrid training that combines dynamic live classes, self-paced online courses, and assignments designed to demonstrate competencies.

Online courses offer the nationally recognized College of Direct Support's online content. Live classes are discussion-driven and allow DSPs to analyze common scenarios.

Who we are

The Maryland Direct Support Training Consortium has been working together since 2017 to develop and offer competency-based training for our DSP workforce. Our DSP II and Mentor training programs provide career ladders and lattices for this essential workforce and offer valuable recruitment and retention opportunities.

Consortium Members include:

- SEEC
- Ardmore Enterprises
- Compass Inc.
- ChesterWye
- Chesapeake Center
- Jubilee Association of Maryland
- Spring Dell Center
- Maryland's Developmental Disabilities Administration
- Maryland Association of Community Services
- Maryland Department of Labor



The MDDSP Training Program is generously funded by a grant from the Maryland Department of Labor. EARN Maryland is a competitive workforce development grant program that is industry-led, regional in focus, and a proven strategy for helping businesses cultivate the skilled workforce they need to compete.



As of November 2022, the Consortium has credentialed 270+ DSP II learners from 10 provider agencies.

At a glance

Course components include:



- Monthly live classes
 - 4 hours once a month
 - or-
 - 2 hours twice a month
- 25 self-paced online courses
- 4 competency-based assignments
- Final Exam

CMS competencies covered in the course:

- Person-centered Practice
- Communication
- Ethics
- Health & Wellness
- Positive Behavior Support
- Risk & Safety
- Community Inclusion
- Empowerment & Advocacy
- Employment

Other topics include professionalism, cultural competence, relationships and intimacy, and SMART goal setting.

Learners receive:

- Training materials including class PowerPoints and a comprehensive workbook
- 24-hour access to the MDDSP Training Consortium Learner Hub, a website providing announcements, course materials, topical videos, and other resources
- Optional technology trainings and homework help sessions
- Access to practice tests prior to the final exam
- Individual support from trainers as needed



By the numbers

Return on Investment	\$16.78 for every \$1 spent (National average: \$3.41 for similar programs)
Overall Increase in retention for consortium agencies	14%
Increase in DSP job satisfaction	90%
"After completing the DSP II training, I feel more prepared to do my best work" -DSP II Post Training Survey	100% of respondents either "strongly agreed" or "agreed."

AGENCY CONTRIBUTIONS

The training is provided at no cost to agencies sending learners. However, the agencies agree to do the following:

- Recruit DSPs to apply
- Support their learners through:
 - Providing a laptop and technology training & support
 - Providing time for live classes and provide normal hourly compensation
 - Supporting learners' out-of-class learning, usually 1-5 hours per week
- Upon program completion
 - Provide learners with an hourly wage increase, typically \$1 per hour
 - Provide data and other information upon request for grant reporting





From DSPs

"...it's important for the person I support have a fulfilled life, that I listen to their choices, and help them build relationships outside not just with staff and family."

"The skills I learned gave me a better understanding of how to assist the people I support to make informed choices about the activities of daily living."

"I've become more aware of how teamwork can make working with the people I support more rewarding for me and improve my interactions with them."

For more information

Contact Anna Oldham, Workforce Training and
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