

Pillar 2:

INVEST IN CAMP STAFF FOR BETTER RETENTION,
ORGANIZATIONAL EFFICIENCY, AND OPERATIONAL
EXCELLENCE

STARS	 4/5 STARS	 5/5 STARS	 5/5 STARS	 3/5 STARS	 3/5 STARS
OBJECTIVE	<p>Attract, retain and engage staff through competitive compensation and benefits package</p>	<p>Develop Organizational wide staffing strategy with role clarity and Board/Staff Succession Plan</p>	<p>Establish clear process for performance reviews and salary increases</p>	<p>Empower staff growth through professional development opportunities</p>	<p>Strengthen staff mental and physical well being so our team can be at our best everyday</p>
PROGRESS MADE	<ul style="list-style-type: none"> Completed salary audit and made immediate adjustments to some positions, with plan for additional adjustments to come Designed and implemented new Exit Interview survey and process Developing plan for consistent staff onboarding experience 	<ul style="list-style-type: none"> Analyzed headcount, positions, responsibilities and gaps and made immediate adjustments with reassignments and new hires Added questions to ETSS aligned to strategic plan initiatives Increased non-program staff presence at Camp Increased cross department collaboration through strategic planning process, launch and Bale 	<ul style="list-style-type: none"> New performance review process implemented in 2023 Designed new 360 performance review process for 2024 for launch February. Launch to staff with clear process for salary increases 	<ul style="list-style-type: none"> Developing Staff Needs Assessment/Survey to determine what type of professional development opportunities are desired Launch one new professional development initiative in 2024 	<ul style="list-style-type: none"> Conduct Staff Needs Assessment/Survey to determine what type of mental and physical well-being opportunities are desired Launch one new mental health initiative in 2024
LONG-TERM OUTCOMES	<ul style="list-style-type: none"> Year on year reduction in staff turnover 	<ul style="list-style-type: none"> Increase ETSS scores +5 pts on key areas Increased key Staff/ leadership/Board presence at Camp in 2024 and 2025 	<ul style="list-style-type: none"> High staff satisfaction with 360 tool and process through follow up survey 	<ul style="list-style-type: none"> Increase ETSS scores +5 pts on key areas Addition of one new PD initiative per year 	<ul style="list-style-type: none"> Increase ETSS scores +5 pts on key areas Addition of one new MH initiative per year