State Advisory Board Meeting
September 11, 2018
A MOMENT OF SILENCE
Welcome and Introductions
Approval of September 11, 2018 agenda
Approval of June 12, 2018 meeting minutes
Goals for the Division

• Safety, culture, recruitment and retention
• Consistent community outreach
• Preparing for implementation of the Family First Prevention Services Act (FFPSA)
• Developing a certified therapeutic foster care program
Safety, Culture, Recruitment and Retention

• “Just culture”
• Child safety
• Blueprint for Change retention efforts
Consistent Community Outreach

- State of Hope
- Kinship care
Preparing for FFPSA

• Impact to group home and congregate care placements
• Prevention services
• Policy impact
Developing a Certified Therapeutic Foster Care Program

- Safe at Home campaign and PRE-Team pilot
- Behavioral health needs of children in foster care
Legislative Proposals

• Legislation required for alignment with federal law
• Legislation originating with the Division
Thank you
DFCS Advisory Board Update
September 11, 2018

Ann Burris
Assistant Deputy Commissioner
Overview

- DFCS Demographics
- DFCS Turnover Rate Comparison
- DFCS Separations
- DFCS Hiring Impact
- DFCS Exit Interview Summary
- HR PASS
- HR Staff Reassignments
- HR Service Level Agreements
Demographics
All Social Service Specialists

Average Age 37.3
Average Tenure 4.1
Average Salary $39,055.95

Social Service Specialists Supervisors

Note: Tenure includes overall state of Georgia service

Average Age 39.8
Average Tenure 7.8
Average Salary $47,543.23

Data is based on June 30, 2018
Demographics by Job Class

Social Service Specialists 1
- Average Age: 33
- Average Tenure: 1.7
- Average Salary: $35,418.63

Social Service Specialists 2
- Average Age: 38
- Average Tenure: 4.8
- Average Salary: $47,543.23

Social Service Specialists 3
- Average Age: 37
- Average Tenure: 4.00
- Average Salary: $43,024.10

Social Service Specialists Supervisors
- Average Age: 39.8
- Average Tenure: 7.80
- Average Salary: $47,543.23

Note: Tenure includes overall state of Georgia service

Data is based on June 30, 2018
Demographics
All Economic Support Specialists

- Average Age: 47.3
- Average Tenure: 7.2
- Average Salary: $31,225.93

Data is based on June 30, 2018

Economic Support Specialists Supervisors

- Average Age: 45.8
- Average Tenure: 14.3
- Average Salary: $38,518.72

Note: Tenure includes overall state of Georgia service
Demographics by Job Class

**Economic Support Specialists 1**
- Average Age: 36.4
- Average Tenure: 2.3
- Average Salary: $27,764.65

**Economic Support Specialists 2**
- Average Age: 42
- Average Tenure: 8
- Average Salary: $31,921.95

**Economic Support Specialists 3**
- Average Age: 47
- Average Tenure: 15
- Average Salary: $36,335.83

**Economic Support Specialists Supervisors**
- Average Age: 45.8
- Average Tenure: 14.3
- Average Salary: $38,518.72

Note: Tenure includes overall state of Georgia service.
In 2017, SSS headcount averaged 2,114. Today's 2,228 total represents a 5.11% increase from one year ago.
In 2017, ESS headcount averaged 2,074. Today's 2,113 total represents a 1.84% increase from one year ago.
Overall PeopleSoft actions include: Death, Dismissal, Release, Resign and Transfer outs

Voluntary PeopleSoft actions include: Death, Resignations and Transfer outs
Social Services Specialists

Overall vs Voluntary FY 2017-2018 T/O Comparison

- **Overall PeopleSoft actions** include: Death, Dismissal, Release, Resign and Transfer outs
- **Voluntary PeopleSoft actions** include: Death, Resignations and Transfer outs

**Overall**
- Jul-Jun FY18: 27.47%
- Jul-Jun FY17: 29.14%
- Jul-Jun FY16: 36.50%
- 1.67% decrease from FY17 to FY18

**Voluntary**
- Jul-Jun FY18: 23.34%
- Jul-Jun FY17: 24.60%
- Jul-Jun FY16: 32.35%
- 1.26% decrease from FY17 to FY18

Overall: 681
Voluntary: 503

Jul-Jun FY18: 612
Jul-Jun FY17: 616
Jul-Jun FY16: 681
Jul-Jun FY18: 503
Jul-Jun FY17: 520
Jul-Jun FY16: 604
### Economics Support Specialists

#### Overall vs Voluntary FY 2017-2018 T/O Comparison

<table>
<thead>
<tr>
<th></th>
<th>Jul-Jun FY16</th>
<th>Jul-Jun FY17</th>
<th>Jul-Jun FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall</strong></td>
<td>11.78%</td>
<td>12.01%</td>
<td>13.40%</td>
</tr>
<tr>
<td><strong>Voluntary</strong></td>
<td>242</td>
<td>249</td>
<td>275</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Jul-Jun FY16</th>
<th>Jul-Jun FY17</th>
<th>Jul-Jun FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall</strong></td>
<td>18.53%</td>
<td>18.18%</td>
<td>18.18%</td>
</tr>
<tr>
<td><strong>Voluntary</strong></td>
<td>242</td>
<td>249</td>
<td>275</td>
</tr>
</tbody>
</table>

- **1.68% decrease from FY17 to FY18**
- **.23% decrease from FY17 to FY18**

Overall PeopleSoft actions include: Death, Dismissal, Release, Resign and Transfer outs

Voluntary PeopleSoft actions include: Death, Resignations and Transfer outs
DFCS Overall Turnover - * Three Regions for FY18 are higher in turnover than FY17. Region 2, Region 9 and Region 11. Region 9 has increased by approx. 4.83%.

<table>
<thead>
<tr>
<th>Region</th>
<th>FY18</th>
<th>FY 17</th>
<th>FY16</th>
<th>Difference FY18-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 01</td>
<td>17.84%</td>
<td>16.22%</td>
<td>24.13%</td>
<td>-1.62%</td>
</tr>
<tr>
<td>Region 02</td>
<td>23.12%</td>
<td>19.12%</td>
<td>21.65%</td>
<td>-4.00%</td>
</tr>
<tr>
<td>Region 03</td>
<td>17.65%</td>
<td>18.47%</td>
<td>23.32%</td>
<td>0.82%</td>
</tr>
<tr>
<td>Region 04</td>
<td>22.49%</td>
<td>23.14%</td>
<td>25.55%</td>
<td>0.65%</td>
</tr>
<tr>
<td>Region 05</td>
<td>25.71%</td>
<td>25.19%</td>
<td>24.70%</td>
<td>-0.52%</td>
</tr>
<tr>
<td>Region 06</td>
<td>16.67%</td>
<td>13.76%</td>
<td>16.55%</td>
<td>-2.91%</td>
</tr>
<tr>
<td>Region 07</td>
<td>14.78%</td>
<td>21.03%</td>
<td>12.72%</td>
<td>6.25%</td>
</tr>
<tr>
<td>Region 08</td>
<td>15.99%</td>
<td>13.76%</td>
<td>16.55%</td>
<td>-3.19%</td>
</tr>
<tr>
<td>Region 09</td>
<td>19.54%</td>
<td>14.71%</td>
<td>13.91%</td>
<td>-4.83%</td>
</tr>
<tr>
<td>Region 10</td>
<td>12.15%</td>
<td>14.23%</td>
<td>20.41%</td>
<td>2.08%</td>
</tr>
<tr>
<td>Region 11</td>
<td>17.97%</td>
<td>13.57%</td>
<td>17.38%</td>
<td>-4.40%</td>
</tr>
<tr>
<td>Region 12</td>
<td>23.51%</td>
<td>20.51%</td>
<td>25.68%</td>
<td>-3.00%</td>
</tr>
<tr>
<td>Region 13</td>
<td>19.73%</td>
<td>25.38%</td>
<td>26.69%</td>
<td>5.65%</td>
</tr>
<tr>
<td>Region 14</td>
<td>20.91%</td>
<td>22.87%</td>
<td>24.33%</td>
<td>1.96%</td>
</tr>
</tbody>
</table>
DFCS Social Services Specialist Voluntary Turnover - **Region 11** has increased by approx. 16.41% from FY17 to FY18.

<table>
<thead>
<tr>
<th>Region</th>
<th>FY16 Voluntary Turnover Rate</th>
<th>FY17 Voluntary Turnover Rate</th>
<th>FY18 Voluntary Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 01</td>
<td>37.17%</td>
<td>25.00%</td>
<td>14.42%</td>
</tr>
<tr>
<td>Region 02</td>
<td>35.23%</td>
<td>24.77%</td>
<td>31.19%</td>
</tr>
<tr>
<td>Region 03</td>
<td>32.48%</td>
<td>28.57%</td>
<td>25.70%</td>
</tr>
<tr>
<td>Region 04</td>
<td>37.12%</td>
<td>27.78%</td>
<td>28.07%</td>
</tr>
<tr>
<td>Region 05</td>
<td>38.14%</td>
<td>35.77%</td>
<td>39.08%</td>
</tr>
<tr>
<td>Region 06</td>
<td>21.62%</td>
<td>17.65%</td>
<td>20.63%</td>
</tr>
<tr>
<td>Region 07</td>
<td>28.30%</td>
<td>45.61%</td>
<td>17.67%</td>
</tr>
<tr>
<td>Region 08</td>
<td>40.00%</td>
<td>9.90%</td>
<td>23.32%</td>
</tr>
<tr>
<td>Region 09</td>
<td>22.73%</td>
<td>15.58%</td>
<td>15.53%</td>
</tr>
<tr>
<td>Region 10</td>
<td>19.31%</td>
<td>15.61%</td>
<td>13.52%</td>
</tr>
<tr>
<td>Region 11</td>
<td>26.42%</td>
<td>14.53%</td>
<td>30.94%</td>
</tr>
<tr>
<td>Region 12</td>
<td>48.96%</td>
<td>27.03%</td>
<td>28.61%</td>
</tr>
<tr>
<td>Region 13</td>
<td>36.53%</td>
<td>27.91%</td>
<td>25.73%</td>
</tr>
<tr>
<td>Region 14</td>
<td>33.05%</td>
<td>28.30%</td>
<td>20.08%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32.35%</strong></td>
<td><strong>24.60%</strong></td>
<td><strong>23.70%</strong></td>
</tr>
</tbody>
</table>
DFCS Economic Support Specialist Voluntary Turnover Rate - Region 12 has increased by approx. 18.08% from FY17 to FY18.

<table>
<thead>
<tr>
<th>Region</th>
<th>FY16 Voluntary Turnover Rate</th>
<th>FY17 Voluntary Turnover Rate</th>
<th>FY18 Voluntary Turnover Rate</th>
<th>Voluntary Difference FY16-FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 01</td>
<td>10.3%</td>
<td>6.2%</td>
<td>19.75%</td>
<td>13.57%</td>
</tr>
<tr>
<td>Region 02</td>
<td>8.1%</td>
<td>10.5%</td>
<td>10.56%</td>
<td>0.09%</td>
</tr>
<tr>
<td>Region 03</td>
<td>10.7%</td>
<td>9.8%</td>
<td>8.83%</td>
<td>-0.93%</td>
</tr>
<tr>
<td>Region 04</td>
<td>12.6%</td>
<td>11.9%</td>
<td>18.10%</td>
<td>6.23%</td>
</tr>
<tr>
<td>Region 05</td>
<td>8.2%</td>
<td>13.5%</td>
<td>13.22%</td>
<td>-0.32%</td>
</tr>
<tr>
<td>Region 06</td>
<td>13.7%</td>
<td>10.8%</td>
<td>15.62%</td>
<td>4.81%</td>
</tr>
<tr>
<td>Region 07</td>
<td>2.4%</td>
<td>11.3%</td>
<td>10.14%</td>
<td>-1.14%</td>
</tr>
<tr>
<td>Region 08</td>
<td>5.4%</td>
<td>18.1%</td>
<td>9.69%</td>
<td>-8.38%</td>
</tr>
<tr>
<td>Region 09</td>
<td>10.7%</td>
<td>9.3%</td>
<td>18.52%</td>
<td>9.21%</td>
</tr>
<tr>
<td>Region 10</td>
<td>17.1%</td>
<td>8.7%</td>
<td>8.07%</td>
<td>-9.60%</td>
</tr>
<tr>
<td>Region 11</td>
<td>3.6%</td>
<td>9.1%</td>
<td>9.22%</td>
<td>0.16%</td>
</tr>
<tr>
<td>Region 12</td>
<td>8.5%</td>
<td>8.3%</td>
<td>26.36%</td>
<td>18.08%</td>
</tr>
<tr>
<td>Region 13</td>
<td>22.8%</td>
<td>15.3%</td>
<td>17.17%</td>
<td>1.83%</td>
</tr>
<tr>
<td>Region 14</td>
<td>15.3%</td>
<td>13.9%</td>
<td>15.68%</td>
<td>1.75%</td>
</tr>
<tr>
<td>Total</td>
<td>13.1%</td>
<td>12.0%</td>
<td>14.53%</td>
<td>2.52%</td>
</tr>
</tbody>
</table>
86% (529) of the 612 Social Service Specialists who’ve left this fiscal year have separated inside of 1-5 years on the job.
FY18 Voluntary Separations By Tenure

89% (449) of the 504 Social Service Specialists who've left this fiscal year have separated inside of 1-5 years on the job.

Voluntary PeopleSoft actions: Death, Resignations and Transfer outs

DFCS Social Services Voluntary Separations by Tenure by Action

- Death 1-5 yrs
- Resignation Less than 1 yr
- Resignation 1-5 yrs
- Resignation 6-10 yrs
- Resignation 11-15 yrs
- Resignation 16-20 yrs
- Xfer Out To Different Company Less than 1 yr
- Xfer Out To Different Company 1-5 yrs
- Xfer Out To Different Company 6-10 yrs
- Xfer Out To Different Company 11-15 yrs

DFCS Social Services Voluntary Separations by Tenure

- Less than 1 yr
- 1-5 yrs
- 6-10 yrs
- 11-15 yrs
- 16-20 yrs
68% (264) of the 384 Economic Support Specialists who’ve left this fiscal year have separated inside of 1-5 years on the job.
78.51% (190) of the 242 Economic Support Specialists who’ve left this fiscal year have separated inside of 1-5 years on the job.
Inside Early Separations within the year

Social Services Specialists

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
<th>N = 168</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 2 Mth</td>
<td>12.50%</td>
<td></td>
</tr>
<tr>
<td>3 - 6 Mths</td>
<td>35.71%</td>
<td></td>
</tr>
<tr>
<td>7 - 9 Mths</td>
<td>23.81%</td>
<td></td>
</tr>
<tr>
<td>10 mths - 1 year</td>
<td>27.98%</td>
<td></td>
</tr>
</tbody>
</table>

Overall PeopleSoft actions: Death, Dismissal, Release, Resign and Transfer outs

Economic Support Specialists

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
<th>N = 115</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 2 Mth</td>
<td>21.74%</td>
<td></td>
</tr>
<tr>
<td>3 - 6 Mths</td>
<td>40.00%</td>
<td></td>
</tr>
<tr>
<td>7 - 9 Mths</td>
<td>26.09%</td>
<td></td>
</tr>
<tr>
<td>10 mths - 1 year</td>
<td>12.17%</td>
<td></td>
</tr>
</tbody>
</table>
Retirement Turnover
Social Services & Economic Support Summary

Retirement % by Job Class

84.95% (79) of the 93 Retired are Economic Support
Retirement Possibility For FY19 Summary

Social Services Possible Retirement Age 60 w 10+ years service

N=34
Retirement Possibility For FY19 Summary

Social Services Possible Retirement 25+ years service

N=46
Retirement Possibility For FY19 Summary

Economic Support Possible Retirement Age 60 w 10+ years service

N=65
Retirement Possibility For FY19 Summary

Economic Support Possible Retirement with 25+ years service

N=120
DFCS County & State Office
FY16-FY18 Hires Comparison

DFCS State & Cty FY16-18 Hires

46.70% (1388) less Staff hired in DFCS in FY18 than FY17.
Social Services Specialists Hires Comparison

59.18% (719) less Social Service Specialists were hired in FY18 than in FY17.
Economic Support Specialists Hires Comparison

70.35% (503) less Economics Support Specialists were hired in FY18 than in FY17.
Approximately 21.94% (264 staff of 1203 overall T/O) participated in the exit survey. Respondents selected more than one category.

### DFCS TOP 5 REASONS FOR LEAVING

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work stress</td>
<td>55.68%</td>
</tr>
<tr>
<td>Burnout</td>
<td>43.56%</td>
</tr>
<tr>
<td>Heavy workload</td>
<td>37.88%</td>
</tr>
<tr>
<td>Personal reasons</td>
<td>31.44%</td>
</tr>
<tr>
<td>Poor supervision</td>
<td>25.76%</td>
</tr>
</tbody>
</table>

n = 264
Social Services Specialists Exit Survey

Approximately 25% (126 staff of 503 T/O) participated in the exit survey. Respondents selected more than one category.

Social Services Specialists Exit Survey

Percentage of Response

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work conditions</td>
<td>26.19%</td>
</tr>
<tr>
<td>Personal reasons</td>
<td>25.40%</td>
</tr>
<tr>
<td>Supervision/Management/Leadership</td>
<td>20.63%</td>
</tr>
<tr>
<td>Career change</td>
<td>19.05%</td>
</tr>
<tr>
<td>Lack of promotions or growth opportunity</td>
<td>8.73%</td>
</tr>
</tbody>
</table>

n = 126
Approximately 28.09% (68 staff of 242 T/O) participated in the exit survey. Respondents selected more than one category.
OHR UPDATES

Ann Burris
Assistant Deputy Commissioner
OHR Updates

• Based on feedback from the 2017 customer service survey, OHR has put several initiatives into motion to better serve the customer base
  • HR PASS
  • Reassignments within the office
  • HR Helpline
  • Updated OHR Directory
  • Service Level Agreements
HR PASS

- Human Resources Personnel Action Self-Service System
- Cloud-based applicant tracking system (ATS)
- Powered by NEOGOV
- Features:
  - Uniformity and standardization of most personnel requests
  - Decreased processing times and redundancies
  - New hire forms completed online
- Classroom/web-based training offered
- Launched agency-wide June 21, 2018
- Time to Fill avg between April – August = 58 days
Recruitment – HR PASS Workflow

- Division/Office Approval
  - Originator submits requests via HR PASS for Division/Office Director’s approval

- Budget Approval
  - Funding confirmed

- HR Director or Designee Approval

- Executive Leadership Approval (if applicable)
Compensation – HR PASS Workflow

- **Division/Office Approval**
  - Originator submits requests via HR PASS for Division/Office Director’s approval

- **Budget Approval**
  - Funding confirmed

- **HR Compensation Approval**
  - Compensation Team reviews; will work with Originator and/or HR Generalist if follow up needed

- **HR Director or Designee Approval**

- **Executive Leadership Approval (if applicable)**
Staff Reassignment

- HR Generalists will no longer be assigned to a population based on their physical work location
- There will be two HRG teams, with each team assigned to serve a designated group within the Division
  - DFCS – Office of Family Independence, CCC, and RevMax
  - DFCS – Child Welfare, CCIC, and SIU, State Office Admin
- Effective September 14, 2018
HR Helpline

- Customers access the appropriate HR staff member(s) for responses concerning:
  - Absence Management System
  - Americans with Disabilities Act
  - Backgrounds Checks
  - Drug Testing
  - Employment Verification
  - ePerformance
  - Faithful Service Awards
  - Family Medical Leave
  - Flexible Benefits
  - Health Insurance
  - HR PASS
  - Loan Forgiveness
  - Personnel Action Requests
  - Position Reallocations
  - Progressive Discipline
  - Recruitment and Selection
  - Salary Requests
  - Workers’ Compensation

- Effective September 14, 2018
Updated OHR Directory

• Reflect HRG reassignments
• Housed on the employee intranet
  • Each OHR team will have a dedicated page displaying their contact information
• Also available as a single PDF for download from the employee intranet
• Feature links to Calendly scheduler
• Available September 14, 2018
### Recruitment & Selection - Service Level Agreement

<table>
<thead>
<tr>
<th>Requests To Fill</th>
<th>Refer Resumes</th>
<th>Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3 business days</strong></td>
<td><strong>2 business days</strong></td>
<td><strong>2 business days</strong></td>
</tr>
</tbody>
</table>

- Submit draft job announcement within 2 business days to Hiring Manager for review/approval
- Post approved job announcement within 1 business day
- Recruiter refers resumes every 2 business days until positions closes
- Review and authorize selected hire within 2 business days upon receipt from hiring manager

*If additional information is required from the Hiring Manager, the Recruiting Specialist will notify the Originator and/or Hiring Manager of what is required and request a response within 2 business days.*
# Background Checks - Service Level Agreement

## PeopleSoft Check
- **2 business days ±**
  - Verify applicant is eligible for rehire and has not been dismissed from state employment.
  - If found, dismissal documentation will be requested from archive or the separating employer to determine eligibility for employment.

## Criminal History
- **5 business days ±**
  - Criminal History is issued by the Office of Inspector General (OIG).
  - OIG can grant an extension to applicant to produce records for clearance. Candidate may be required to provide a written statement regarding the charges in question.
  - OHR and legal have final approval.

## Education Verification
- **2 business days ±**
  - Applicant's education is verified through the National Student Clearinghouse.
  - If the institution is not registered with the clearinghouse the applicant has to submit a sealed official transcript for verification.
  - Foreign degrees must be reviewed by an accredited U.S. evaluator and submitted.

## IDS/SHINES
- **2 business days ±**
  - If case is found; hiring leadership reviews case content for relevance to the position being hired.
  - Candidate may be required to provide a written statement regarding the allegations in question.
  - Legal will make final approval.

## Drug Testing
- **5 business days ±**
  - Any applicant not passing the drug test will be issued a 2-year ineligibility letter for work in the state of Georgia. Eligibility verified and coordinated with DOAS/HRA.
  - Candidate may be required to provide a written statement regarding the charges in question.
  - Legal will make final approval.

## **Motor Vehicle**
- **2 business days ±**
  - Check conducted for any employee/new hire who drives as a regular function of their state job.
  - Eligibility, depending on position serving, is less than 10 points on driving history.
# Compensation - Service Level Agreement

## Routine Requests

**3 business days**

- **Promotions**
  - Standard 10%
  - Pay Grade Minimum
  - Special Entry

- **Supplements**
  - Lower level duties (2.5%)
  - Equivalent level duties (5%)
  - Higher level duties (5-10%)
  - Bi/Multilingual (5-10%)

## Non-Routine Requests

**7 business days**

- **Promotions**
  - Above Standard 10%
  - Above Pay Grade Minimum

- **Other Salary Requests**
  - In-Grade Increases
  - Advanced Hires
  - Demotions

- **Supplements**
  - Lead Worker
  - Additional Duties

## Position Management

Business days vary based on request type

- **Reallocation – Vacant**
  - Routine: 3 days
  - Non-Routine: 7 days

- **Reallocation – Filled**
  - Routine: 3 days
  - Non-Routine: 7 days

- **Job Audits**
  - Individual: 15 – 30 days
  - Group: 45 – 60 days

*If additional information is required from the Hiring Manager or HR Generalist (HRG), the Compensation Specialist will notify the Originator and/or HRG of what items are needed and request a response within 2 business days.*
Questions or Comments
Lunch and Committee Reports

- Child Welfare
- Foster Care & Adoptions
- Office of Family Independence
- Workforce Development
The Division’s 2018/2019 State Advisory Board Goals

• Work with Department of Human Services to decrease onboarding times for new DFCS staff and ensure that the onboarding process for new employees is smooth and efficient.

• Facilitate the development of the Regional Advisory Boards (RAB)

• Increase recruitment and retention of Division staff
Board Member Updates
Closing Remarks and Adjournment

Next board meeting: November 13, 2018