PENN-MAR
HUMAN SERVICES
Live Courageously





ODP Provider Innovation Series

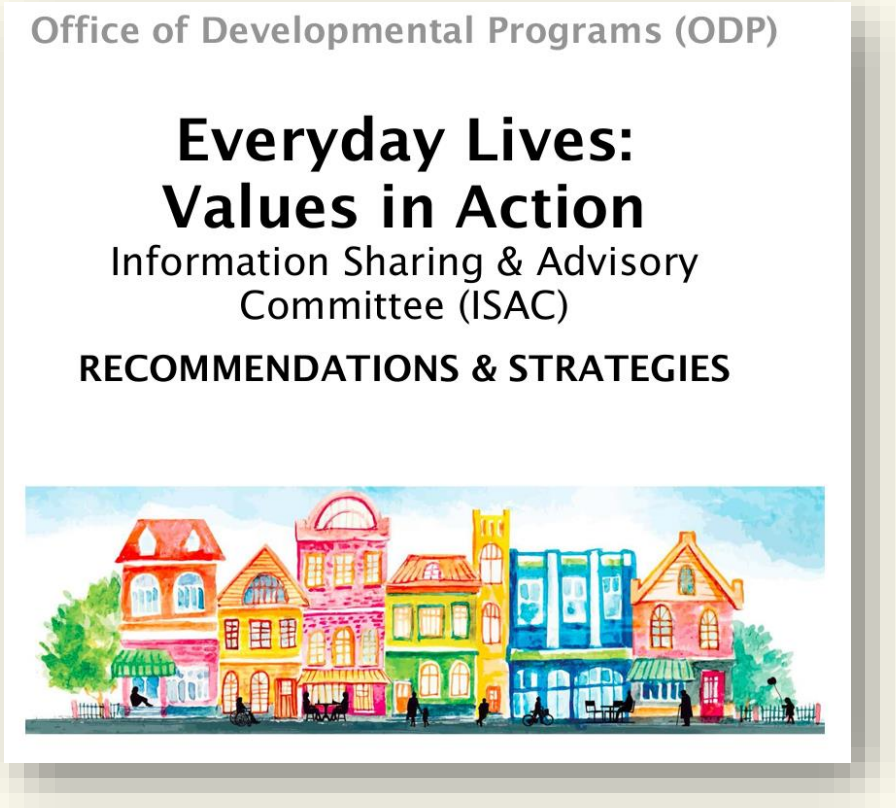
Talent Development at Penn-Mar Human Services

Agenda

1. Foundations for Talent Development
2. Personal Leadership
3. Career Ladders & Certification
4. Professional Development Program
5. Supervisor Development
6. Individualized Growth Opportunities
7. Sustaining Progress



Everyday Lives



Recommendation #6 – Support People with Complex Needs

Recommendation #7 – Develop & Support Qualified Staff

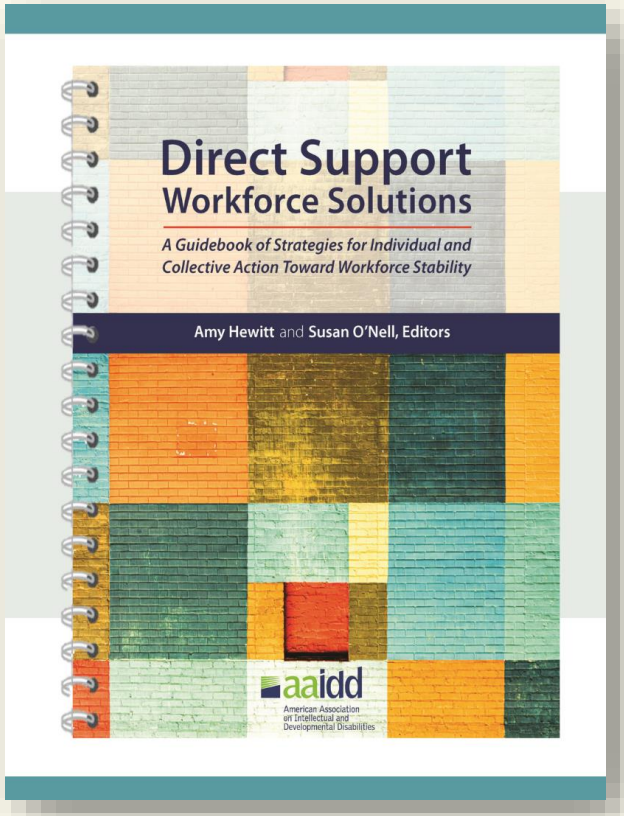
Recommendation #9 – Improve Quality

Turnover

- **Nationally, DSP Turnover ranged from 16.7% to 53.7% - a 37.1% average**
- **Pennsylvania's DSP Turnover was 37.2%**



Develop and Support Qualified Staff



"The level of satisfaction DSP's have with training, supervision, wages, and opportunities for advancement predicts a DSP's decision to leave their position (Kazemi et al., 2015)

"Comprehensive competency-based training can lead to a significant decrease in annual turnover" (Bogenschutz et al., 2015)

"Factors that influence turnover include wages and benefit, organizational culture, supervision and management, availability and quality of training, recognition, opportunities for advancement and specific characteristics of the job and people supported (Houseworth et al., 2020; Mir et al., 2024; Nevill et al., 2022)

The Principles at the Core of Our Work

- **DSPs want to earn a living wage**
- **Turnover is decreased when DSP's feel competent and confident doing their job**
- **Opportunities for growth through a career ladder increases staff longevity**
- **DSPs thrive when the relationship with their supervisor is based in mentoring and coaching**



Our Vision

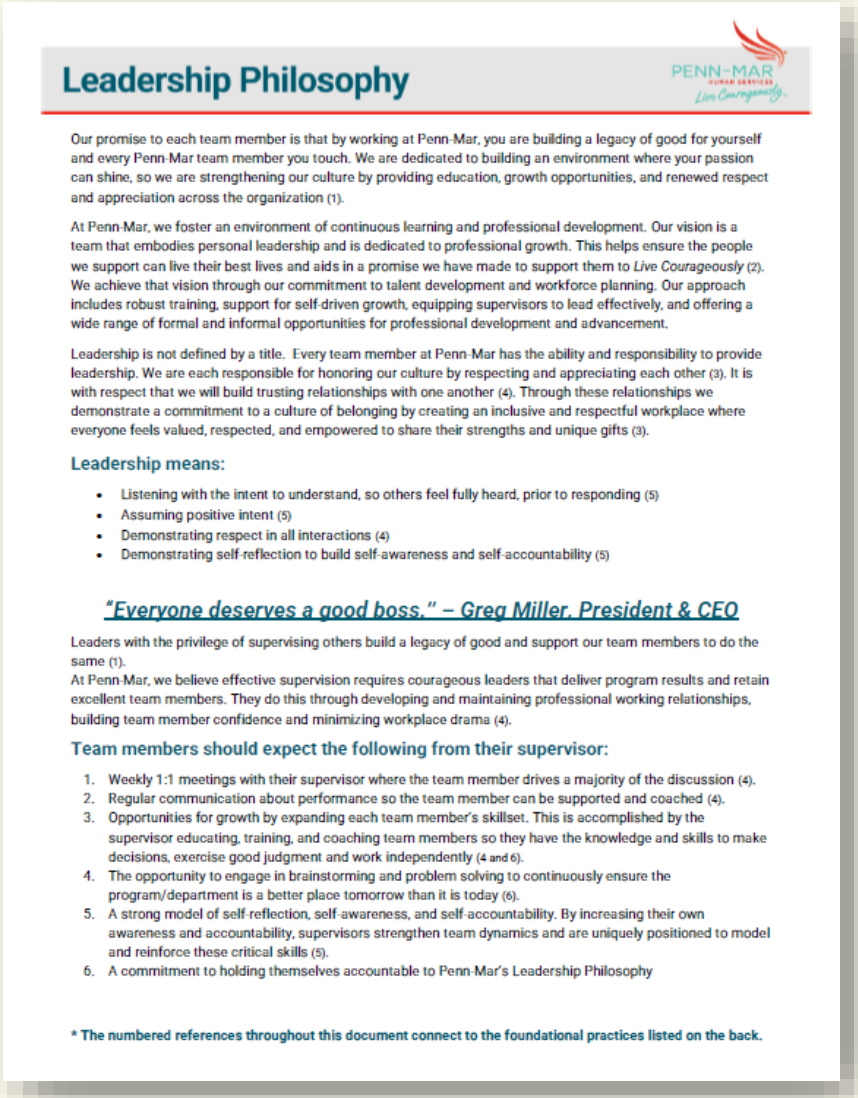


By working at Penn-Mar, you're building a legacy of good for yourself and the Penn-Mar community - from fellow team members, to the people we support and their families, and beyond. We are dedicated to building an environment where your passion can shine, so we're strengthening our culture by providing education, growth opportunities, and renewed respect and appreciation across the organization.

The better we do, the better we become.



Leadership Philosophy



Leadership Philosophy

Our promise to each team member is that by working at Penn-Mar, you are building a legacy of good for yourself and every Penn-Mar team member you touch. We are dedicated to building an environment where your passion can shine, so we are strengthening our culture by providing education, growth opportunities, and renewed respect and appreciation across the organization (1).

At Penn-Mar, we foster an environment of continuous learning and professional development. Our vision is a team that embodies personal leadership and is dedicated to professional growth. This helps ensure the people we support can live their best lives and aids in a promise we have made to support them to *Live Courageously* (2). We achieve that vision through our commitment to talent development and workforce planning. Our approach includes robust training, support for self-driven growth, equipping supervisors to lead effectively, and offering a wide range of formal and informal opportunities for professional development and advancement.

Leadership is not defined by a title. Every team member at Penn-Mar has the ability and responsibility to provide leadership. We are each responsible for honoring our culture by respecting and appreciating each other (3). It is with respect that we will build trusting relationships with one another (4). Through these relationships we demonstrate a commitment to a culture of belonging by creating an inclusive and respectful workplace where everyone feels valued, respected, and empowered to share their strengths and unique gifts (3).

Leadership means:

- Listening with the intent to understand, so others feel fully heard, prior to responding (5)
- Assuming positive intent (5)
- Demonstrating respect in all interactions (4)
- Demonstrating self-reflection to build self-awareness and self-accountability (5)

"Everyone deserves a good boss." – Greg Miller, President & CEO

Leaders with the privilege of supervising others build a legacy of good and support our team members to do the same (1).
At Penn-Mar, we believe effective supervision requires courageous leaders that deliver program results and retain excellent team members. They do this through developing and maintaining professional working relationships, building team member confidence and minimizing workplace drama (4).

Team members should expect the following from their supervisor:

1. Weekly 1:1 meetings with their supervisor where the team member drives a majority of the discussion (4).
2. Regular communication about performance so the team member can be supported and coached (4).
3. Opportunities for growth by expanding each team member's skillset. This is accomplished by the supervisor educating, training, and coaching team members so they have the knowledge and skills to make decisions, exercise good judgment and work independently (4 and 6).
4. The opportunity to engage in brainstorming and problem solving to continuously ensure the program/department is a better place tomorrow than it is today (6).
5. A strong model of self-reflection, self-awareness, and self-accountability. By increasing their own awareness and accountability, supervisors strengthen team dynamics and are uniquely positioned to model and reinforce these critical skills (5).
6. A commitment to holding themselves accountable to Penn-Mar's Leadership Philosophy

*** The numbered references throughout this document connect to the foundational practices listed on the back.**

"Every team member at Penn-Mar has the ability and responsibility to provide leadership."

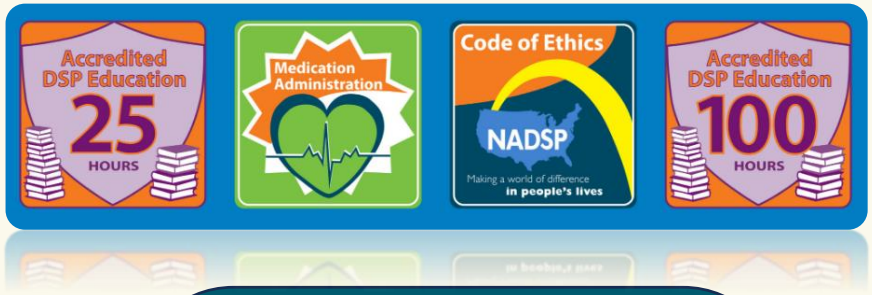
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Personal Leadership Training



Career Ladders – DSP Credentialling

CAREER LADDERS
PENN-MAR HUMAN SERVICES



NADSP
Making a world of difference
in people's lives



Funding Career Ladders



- Fundraising
- Grants
- Michael J. Pitts Endowment

Overview of DSP Career Ladder Program

Eligibility

- Voluntary
- Must have successfully completed 90-day introductory period
- In good standing (fully competent on last eval and no written warnings)
- Completion of application and initial assessment of their skills
- Supervisor completion of initial assessment of DSP skills

Support

- Monthly check-ins with program coordinators
- Weekly peer support with “The Climbing Crew”
- Review of badge submissions prior to submitting to the NADSP
- Celebration of achievements

Financial

- $.50 premium on all worked hours when DSP I is obtained
- One-time financial awards for each level of certification
- Annual retention financial awards

Data, Data, Data

- **FY 26 Retention Non-Certified DSP's =76.16%**
- **FY 26 Retention of Certified DSP's = 86.25%**

As of November 1, 2026

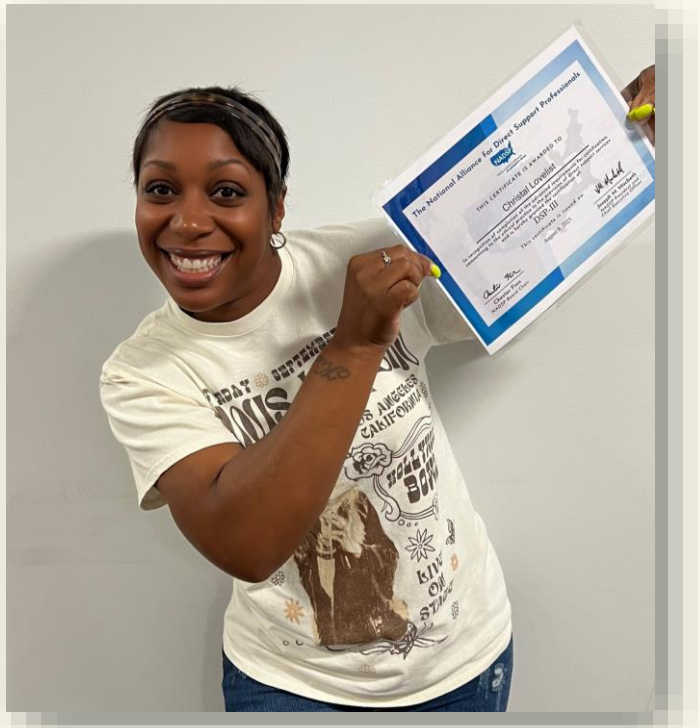
32% of DSP's (Includes Front Line Supervisors, and DSP's from all Programs) have obtained DSP Certification

- **DSP 1 = 32 Team Members**
- **DSP 2 = 20 Team Members**
- **DSP 3 = 80 Team Members**

30% of **PA Residential DSPs** (NOT including Front Line Supervisors) **have obtained DSP Certification**

14 Certified DSP's have **PROMOTED** to Admin/Manager positions (not included in the numbers above)

102 DSP's are in Career Ladder Program working towards DSP 1



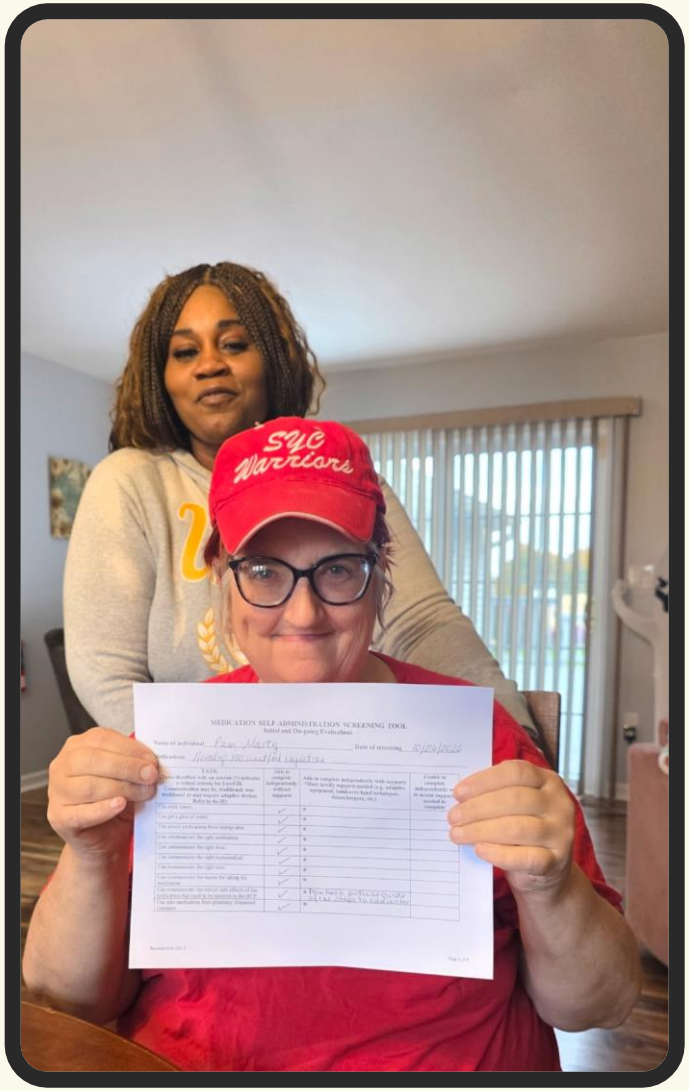
Front Line Supervisor Certification

- Required for position
- Starts certification journey when they have been in the Supervisor position for 6 months
- 1 year to obtain certification
- Financial award for obtaining certification within 6 months
- Financial annual retention award for Supervisor's who maintain FLS Certification
- 81% of PA Residential Supervisor's have obtained FLS Certification





Jennifer Sheffler


SYC
Warriors
MEDICATION SELF-ADMINISTRATION SCREENING TOOL

Pam Martz

Professional Development Program (PDP)

- Not currently in a supervisor role
- Nominated & vetted
- Year long commitment
- Monthly sessions lasting 4 hours each
- No guarantee of promotion
- No additional compensation
- Self-reflection & self-awareness



PDP Data

- 6 Graduating Classes (2021, 2022, 2023, 2024, 2025, 2026)
- 86 team members **PARTICIPATED** in PDP during these 6 years.
- 87% of team members who started the program **GRADUATED**
- 84% of those who completed the program **REMAIN** with the organization
- 40% of team members who completed the program **PROMOTED** either during or after program



PDP Curriculum



Professional Development – Jacey James



- March 2021 - New to Industry
- Dec 2022 - **DSP 1 Certification**
- Jan 2023 - Began Professional Development Program
- April 2023 - **DSP 2 Certification**
- May 2023 - **Graduated** Professional Development Program
- July 2023 - **DSP 3 Certification**
- May 2024 – **Promoted** to Sr. DSP
- Sept 2024 - **Promoted** to Residential Supervisor
- July 2025 - **FLS certification**
- March 2026 - **Promoted** to Day Services Program Specialist

Supervisor Training

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Conversations & Culture

Effective 1:1's
Facilitating Meetings
Appreciation
Courageous Conversations
Understanding Bias

Hiring & Development

Effective Interviewing
Effective Onboarding
Performance Management

Support & Operations

Employee Resources
Leave of Absences
Budgeting
Workplace Safety

Policy & Accountability

Employment Law
Policies
Investigations
Corrective Actions
Reasonable Suspicion

Supervisor Leadership Curriculum



Professional Development – Maricel Border



- Nov 2009 - Production Support
- June 2010– Transferred to DSP in Day Services
- 3/2/2020 - **DSP 1 Certification**
- 4/28/2020 - **DSP 2 Certification**
- 2020 - Began Professional Development Program -1st class
- 2/9/2021 - **DSP 3 Certification**
- March 2021 – **Promoted** to Manager
- May 2021 - **Graduated** Professional Development Program

Individualized Professional Development Opportunities

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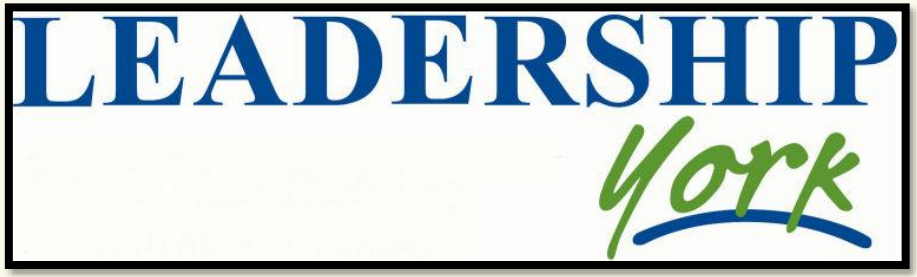












Sustainment



Turns knowledge into habits



Creates consistency in how people experience leadership



Connects leadership development **to retention and results**



Creates accountability for application, not simply attendance



Builds leadership pipeline

Start Where You Are. Invest in Who You Have

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Questions?





Jen Skelly

Director of Talent Development

Penn-Mar Human Services

jskelly@penn-mar.org

717-942-1583



Thank You