**Roadmap to Advocate Wellness Resources 2022 Survey “Turnover” results**

When looking at the keyword “turnover” in the RAFT survey results these are the top ten words or phrases mentioned by advocates when talking about turnover from most common to least common responses:

1. Inconsistent staffing/inadequate staffing
2. Better pay
3. Toxic work culture
4. Leadership challenges/leadership doesn’t care
5. Hiring challenges
6. Burnout
7. “the system”
8. High case loads/overwhelm
9. Not following mission/vision
10. Poor training

**Roadmap to Advocate Wellness 2022 Survey – alternatives to better pay**

“Competitive pay” was a common theme in the 2022 survey results. However, paying advocates better can take time, so here are the other requests from advocates who listed competitive pay as a challenge (in no particular order):

* Separate sick day and vacation day banks
* More PTO
* More support for family emergencies
* Less hierarchical structure
* Balanced workloads across staff
* Bigger budget for professional development
* More advancement
* 32 hour work week
* Human resources department
* Maintain autonomy over remote work day schedule
* Better schedule
* More community collaboration
* More physical space
* Training around compassion fatigue, secondary trauma, and burnout
* Counseling for advocates
* More appreciation of employees
* More staff team building
* Nobody works alone
* Dental insurance
* Better communication of jobs, rules, policies, expectations
* Trained people to help with self care and mental health
* More staff

**Toxic Culture is Driving the Great Resignation** (2021): <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>

* Dissatisfaction with wages ranked 16th in predicting employee turnover (NOTE: the authors do acknowledge compensation is higher for caring professions like nursing)
* The top 5 predictors of employee turnover were:
  + Toxic corporate culture
  + Job insecurity and reorganization
  + High levels of innovation
  + Failure to recognize employee performance
  + Poor response to Covid-19
* **Leading elements to toxic culture**: failure to promote DEI, feeling disrespected, unethical behaviour.
* **Job insecurity and reorganisation**: when your organisation is struggling people are more likely to leave, heavier workloads due to turnover, poor career opportunities.
* **Failure to recognize performance**: higher performing employees are more likely to leave if they are not recognized, lack of acknowledgment for work affects all employees.
* **Short term steps for companies to increase retention**:
  + Lateral career opportunities (12 time more predictive of retention than promotions)
  + Remote work arrangements
  + Company-sponsored social events
  + Offering predictable schedules (six times more predictive than having a flexible schedule)

Celebration Rituals as Anchors in Life RAFT Podcast: <https://www.raftcares.org/resources/podcasts/celebration-rituals-as-anchors-in-life/>

This podcast discusses creating rituals around gratitude and celebration and the role of acknowledgement and meaning-making in resilience.

**Why every leader needs to worry about toxic culture**: <https://sloanreview.mit.edu/article/why-every-leader-needs-to-worry-about-toxic-culture/>

* **Disrespectful**: lack of consideration, courtesy, and dignity for others.
* **Noninclusive**: LGBTQ2S+ inequity, disability inequity, racial inequity, age inequity, gender inequity, cronyism and nepotism, playing favorites
* **Unethical**: unethical behaviour, dishonesty, lack of regulatory compliance
* **Cutthroat**: backstabbing behaviour and ruthless competition, uncooperative team mates
* **Abusive**: bullying, harassment, and hostility
* Toxic culture leads to elevated levels of stress, burnout, and mental health issues
* Toxic work culture makes it more difficult to refill positions

**Understanding the connections between workplace bullying and burnout among victim advocates**: <https://www.ovcttac.gov/videos/dspPlayVideo.cfm?video=EQA-March-2023-Understanding-Workplace-Bullying.mp4&folder=EQA>

RAFT Advocate Bill of Rights (working draft):

**Occupational Identity Management with Johnanna Ganz**

Johnanna Ganz discusses the state of identifying closely with one’s job and how to manage this identity in mission-driven fields.

Part one: <https://www.raftcares.org/resources/podcasts/occupational-identity-management-part-1/>

Part two: <https://www.raftcares.org/resources/podcasts/occupational-identity-management-part-2/>

Part three: <https://www.raftcares.org/resources/podcasts/occupational-identity-management-part-3/>

Part four: <https://www.raftcares.org/resources/podcasts/organizational-culture-development-and-leadership/>

**Using Advocacy skills in other fields**

At some point some of your advocates may be ready to leave your organization. You can share this podcast with them to support them in finding what is next.

<https://www.raftcares.org/resources/podcasts/using-advocacy-skills-in-other-fields/>

Gendered language analyzer for job descriptions: <http://gender-decoder.katmatfield.com/>