



## **Strategies to Enhance Employee Resilience and Engagement within Survivor-Serving Organizations**

May 14, 2020

### **Closed Captioning Transcript**

> Hello and welcome. I am Sarah from the National Council of Juvenile and Family Court Judges. I'm helping to facilitate today's presentation. Before we begin, I want to provide you with a brief overview of how our webinar system works and how you can interact with today's presenters and with each other. To the right of the PowerPoint, we have a public chat pod. Feel free to leave any questions or comments you might have here. Please note that names of individuals will be removed from the chat box in the final version of the recording. You will also find PDF copies of today's presentation in the files box below. To download, select the file and click the download file button. A new browser window will open. What you confirm, your download will begin. Please note that due to increased demand on service, you might increase a small -- you might experience small technical issues with audio or delay. If you experience any technical or audio issues, please let me know in the chat box and I will contact you individually to help resolve the issues. We apologize in advance if you experience any issues due to the increased demand on the servers. That being said, thank you again for joining us. I will turn it over to our presenters and we can get started.

> Hello. I'm Jennifer White and I'm a Program Director at Futures Without Violence. Today's webinar is being brought to you by the Supporting Organizational Sustainability Institute. We are discussing strategies to enhance employee resilience and engagement within these organizations. This project, the SOS Institute, is supported by the Office on Violence Against Women. We thank OVW for their support of our entire project and of this webinar in particular. And also, I would like to just take a quick moment to say thank you as well to the National Council of Juvenile and Family Court Judges for hosting us on the web platform today. I am joined today by my colleagues Mónica and Rebecca who have been coordinating and planning the program today. They have been in touch with some of you already. And we are also joined today by some wonderful faculty. I am going to individually ask the faculty one by one to just say a little bit about themselves and I will start with Vanisa Tabakovic.

> Good afternoon, everybody. Thank you for the introduction. This is Vanisa Tabakovic, executive director of Tapestri. We are located in Georgia. I look forward to speaking with everyone today.

> Great. Thank you. Now we will go to Lisa.

> Hello. This is Lisa Fleming. I'm at the Rose Brooks Center in Kansas City, Missouri. Thank you.

> Thank you, Lisa. And Kelly?

> Hello. This is Kelly Miller. I am calling in from Boise, Idaho, at my kitchen table with my dog out on the porch and a little bit of a rainy day. I am with the Idaho Coalition Against Sexual & Domestic Violence and I am super happy to be here.

> Great. Thank you. We are so pleased to be with all of you today. We would like to share with you our learning objectives for the webinar today. As a result of this webinar, participants will be better able to identify strategies to support and continue to engage employees within organizations that serve survivors of violence and trauma, utilize tools and resources to continue to engage employees, and discuss tips to address the needs of employees during the current health crisis.

> Before we really dive into the heart of the training, we would like to just get a sense of who is with us today. So if Sarah could show us the first poll question so individuals can checkmark what your role is within your organization, we have Executive Director, program staff, board member, and other.

About 80% of program staff. About 11% are executive directors. An additional 8% are other. Everyone is saying hello to everyone else joining in the chat box. Great. I think we can end the poll question. Thank you. All right. It is good to get a sense of who is with us today. You will note, if you look at the top of the screen on the left-hand side, there are a couple of buttons. The third one at the left top side is a little tiny human. And if you click on that, you can do something to raise your hand. So I am going to ask, and many of you are already doing it, if you have changed some of your daily practices in the last 6 to 8 weeks, yes. I am seeing all of the hands raising. All of our hands are raising. Wonderful. I'm taking a moment to watch all of your glorious hands popping up because it is kind of almost a silly question, right? It's whether or not we have had to change our practices, of course, right, that is, this last, let's say, two months or so, has disrupted pretty much every facet of our lives, right? So and some of you already are doing this but if you could just take a moment in the chat box and share one or two strategies that you have used to support staff emotionally and physically during this time, this disruption that we are in.

> I am watching the chat pop up at a city some folks are having trouble with audio. I'm sure Sarah is working on that aspect. Okay. So let's take a look a little bit. Providing virtual department meetings and check ins, more online staff meetings, fun activities, working remotely with victims, emotionally checking in with all of the staff on a weekly basis, flexibility, a few folks right in about flexibility and check in. I see comments about rotating but staff -- what staff leads meetings, taking a vacation accrual and encouraging self-care during work time. Increasing staff meetings. Working in the office and in the field, so using some of the online resources for wellness, Zoom chats, everyone taking or using a lot more Zoom these days. Extra check ins including opportunities for

training. Team chats. I know a lot of telehealth is done over Doxy. For those of you that have not heard of Doxy, I think it is becoming a little more widely known lately. Virtual trauma stewardship groups. Wonderful. That's a great idea. Asking staff what they need and trying to provide it. I love that. It is so important to actually find out what it is that people we work with need rather than taking, twice or weekly virtual meetings, not increasing benefits without renewal, and I think happy hour, virtual happy hour, yoga class today, frequent check ins, so great, so a lot of strategies I am seeing around communication, around wellness, around connection and really making time to stay engaged with the staff. It is interesting. We hadn't anticipated doing this before COVID-19 began because we know in this type of work you all are doing, serving and supporting survivors, you are always thinking about how to support your staff and how to support and make your most valuable, important resource which is your staff, feel as healthy as possible and as happy as possible and we know about burnout and we know about what shortages and deficits and all of these challenges that we all can see during average times, what they could do to increase burnout and to decrease employee engagement and we know about that in average times and of course we are not an average times right now so the reason I raise that is because we had planned to do this webinar because it is keeping her staff engaged in well and happy and it is always going to be an important, probably the most important thing for organizations. But right now, it is important, I think, to take some time also to talk about what are the acute things that we are doing to address those needs. So we are going to start out today talking about something that came up a lot in your registration questions and that is virtual work norms. So this lovely picture here is my current coworker. This is my 4-year-old daughter Angelina. You see her here using my work computer in the middle of the day around 3 PM. She is in full Princess regalia, taking a Zoom call, actually. She is on a class meeting with her pre-K class which they do every week and sometimes more frequently. They stay connected and do little activities and things like that. And so this particular picture is useful for me because it helps me stay grounded a little bit. Right now, to a certain extent, there really are no virtual work norms. Nothing is really normal. Many of us are trying to do work either working from home which may be new and/or still working outside in offices on the front lines and struggling with all of the stress and trauma and fear that's happening and on top of that, having children at home, having maybe older parents at home, perhaps taking care of ill family members in your community and it's a lot. And so having something to sort of ground you and to help remind us that it's really not normal but that there are things that we can sort of do to remind us to stay grounded and to have what I think is the most important element to everything we are going to talk about today which is empathy and so this is what I use and I am curious if any of you want to share and pop it into the chat box if you have something that you use right now to keep you grounded that helps remind you to be empathetic with the people around you and with yourself, is there anything that helps you right now realize it's okay to feel abnormal because it's not really a normal time.

I see some folks are typing so I'm just giving it a moment to see if anybody wants to share anything before we move along. Meditation. Taking breaks. Surrender to what is

arising. Spending time outdoors. More dog walks. My 5-year-old daughter is walking and dancing which is wonderful and that made me happy to read that. Texting with best friends. I've been doing a lot of that. That has been one of the fortunate side effects of this is being able to connect with people and maybe old friends of friends that don't live close by that you don't get to see a lot. Zoom connections. Decluttering your home. Yes. That's wonderful. These are great. Chatting with family. Jigsaw puzzles. I know you can't see me right now. I am not wearing a princess dress. There are days where if a princess dress will put a smile on my face, I will put a princess just on. Whatever you have to do to brighten your day.

I mentioned the importance of empathy. Empathy is not listed here as one of the tips. It is not listed because I feel that empathy is really the thread that should be through all of these tips and most of them are things that you know already but the idea of communication but communicating in a way that works for everyone, so maybe that is by zoom calls, telephone, email, text, combination of those things and it's important to find out what each individual like to set up with coming occasions and set a degree of expectation collectively on that, how often, when, where, how, is really important. And to be flexible with that and also to be practical not only with how frequent people can collectively join either on a call or on a meeting but also to be practical about work timelines. We set a moment ago that people are working from home with kids, with ill family members, potentially older adults that are working with them in situations where there are four or eight or 10 people in one household using the same Wi-Fi that is completely not able to hold up the need for people doing distance-learning for school and working from home and all of these things and then when you layer on top of that the fact that we are all experiencing a certain sort of base level of trauma from this, and some people may also be experiencing heightened levels of trauma for different reasons, it makes it very difficult. So to have that sort of flexibility with scheduling, you all mentioned that in the chat box, and with people's ability to get to timelines hard to get deadlines met, this idea for the optional daily check-in can be helpful. My husband works for a big company. They do this in a meeting every day and his team will meet for 10 minutes and is optional. So some days he joins and some days he doesn't and they seem to enjoy the opportunity to see each other's faces and say how is everyone doing and go about their work day. This idea of the tech check is really important right now. So it is important to have that time and probably now that we have been in this kind of this situation for a couple of weeks now, we have probably gotten through this aspect of it, but it doesn't hurt to make sure that all of the people you are supervising are working with have the right technology that they can do certain things and that they know how to use it because, for individuals that are not used to working from home, you know, they may be embarrassed to say that they do not know how to use their technology or that they do not have certain technology, so to the extent that we can provide some of that support through the organization is really helpful. And just practicing compassion and service in a way that we do with, the way that we do with our outward facing work, to use that same lens in work, this last piece. Your eyes and ears open, it's really this idea of many of us come to this work because we are invested in it for a lot of different

reasons and sometimes it is very personal and sometimes some of us are experiencing violence at home and so work may have been an outlet for that so to keep your eyes and ears open for the possibility that your coworkers may need help and futures has a great resource that our team put together and it is listed in your files on the screen on the right bottom side, there is a list of resources and is in there and I urge you to check it out and it just gives some really helpful tips around keeping an eye open for staff that may be experiencing violence at home that might need help.

Organizational resilience is something that we think about all the time. It's not just during times like this. And of course, as I said, there hasn't really been a time exactly like this so it's a little bit of a different situation and it is okay to not be okay. But we also, I think, as leaders within an organization, have to be aware that it is on the leaders, it is on the organization, not the employees. You need to build a burnout strategy. So it is important to realize that it is more likely that employees may feel overwhelmed were burnt out based on things that the organization is doing or not doing and it is important not to make that about the employees and there was a Gallup poll and I'm not exactly sure how long it goes but I think within the last year or two that found that the top five reasons employees got burnt out was unfair treatment at work, unmanageable workload, lack of clarity, lack of communication, and unreasonable time pressure. So if you did about things like that, those are all things that come for the management that come from the organization. That's whether it is things that the organization is affirmatively doing in terms of the way it is treating staff were not doing. Or it could be things that the organization used to do or provide that it takes away. Those tend to be the pieces that most contribute to employee dissatisfaction at work and so it is important to think about what do we need to do to survive right now so acutely, what do we need to do and then also, though, what do we need to survive and thrive. So there was an, there was a webinar last week, I think, and all the time seems to be building together, but there was a webinar, it was the alliance for nonprofit organizations, I think it was. And they said that a study was done in a different natural disaster around nonprofit organizations. And the one that actually came out the other end, the ones that said, they were the ones that were most sustainable and the ones that took them opportunity of the crisis to not just survive the immediate crisis but to then think long-term about the organization vision and to think about what they want to do going forward. So in terms of the now, in terms of the surviving now, we think about things like really just your medication strategy and acknowledging the reality that we are facing in terms of fear and stress. And staying really personal with your employees, responding in a highly personal and individual ways with them, continuing to sort of comedic eight but also it is so important to monitor the emotional tone of your committee cases so, yes, be transparent, but not to be sort of doom and gloom either, right, so really take and even killed approaching to be the source of leadership and strength, really to take this time as we are trying to survive to draw on the resilience of your most valuable resource which is your staff, right, so you have staff that they have narratives of related that her brilliance. To have survived things in their life, overcome things, let pass those stories on and be able to utilize those stories in a way that helps build the organization and that

we can collectively to help us as an organization really survive what we are dealing with. Reasserting our organization and the kind of moral purpose or if you want to think of it as the mission and core values and making sure that employees kind of have a connection to that, that really helps in terms of keeping the organization surviving. I think a really important part of the survival also is encouraging innovation in the folks that you work with and creative problem-solving so giving your greatest resource the opportunity to weigh in on how you move forward on things and really hearing them. I read recently this quote: "Linear thinking, conventional problem-solving, and groupthink are the enemies of organizational resilience." So this kind of idea that thinking outside of the box and really encouraging collaboration is really helpful. And then not forgetting about the external focus, so reaching out and strengthening the relationships that you have externally with other partner organizations, with the folks that you serve and remembering to build those relationships and to keep the lines of the medication open. When we talk about thriving which was mentioned before, I've heard already from other organizations and individuals that there have been things already that this crisis has helped to highlight in terms of things that we want to change to help our vision for our work to advance our vision based on things that became apparent during this time and I wonder if any of you have ideas like that. Have things a reason for you during this time that came out of this crisis that maybe were making lemons out of make lemonade out of lemons moment, if you get what I mean.

Developing a policy to allow work from home. Great. I work in a shelter was able to a brief welcoming and entire intake on the phone and offered referrals and it was one of the most smooth and impactful intakes. I felt proud. That's wonderful. More intentional communication. Investing in community-based solutions rather than criminal justice-based solutions. Reveal the experiences of remote staff that in office staff did not generally understand. That is a great perspective. Yes. Giving hours of self-care per month. Great. Remote services. I work at a child advocacy center pick we were able to facilitate a forensic interview and the child would not have been served otherwise. That's great. Thank you for sharing that. Utilizing technology, going paperless, doing webinars for the first time, other kinds of virtual learning. Increasing access via technology, purchasing laptops for everyone because the grant said they would cover it. That's wonderful. Showing up on social media. Reaching out beyond the central environment. Yes. Facilitating the ability for disabled individuals to testify. That's wonderful. I love all of these. These ideas for future changes that came out, generally thinking outside the box, just the ideas that come out of hardship, which contributes to our growth. Having a self-care team. It's helpful to show your staff that you are human and having a tough time pick is a difference between breaking down in front of them. That is where it is important to check in with yourself if it does happen. It can enhance the supervision process and help staff grow in managing their own emotions, especially when working in a trauma based agency. That is right, I think that is right. I agree with that.

Remote support groups. Great. We have another poll question. Do you feel your organization engages staff in the following areas? Check the ways you agree organization is engaging with staff in those ways.

We see high percentages of individuals, I see somebody say there are no options and that's a good point and we apologize if you feel that you are not connecting on any of these levels. That is something that we did not have an option for so we apologize for that. So we do see some high numbers for people in terms of the connection to the mission and also things like positive supportive environment which is wonderful and can medication and staff meeting, little bit lower numbers in terms of compensation and leadership support. Great. I think we can close the poll, Sarah. There are some strategies on the slides that we will also have a handout for pick these are all things that we have covered and it is sort of the strategy would read about if you think about what are the strategies for engagement so connection to the mission, thoughtful hiring process, staff development, support for trauma exposure, the process by which you perform interviews and express appreciation, thinking outside of the box in terms of compensation, how we provide staff leadership support and create positive environments, having good communication principles and organizing staff meetings. These are all broad categories of things that we like to think about in terms of employee engagement but I would ask you as you listen to our next couple of presenters, think about one of these principles are strategies working in organization and what are things that maybe don't work in organization and will have some time afterward to take question and to flush out a little bit more what some of these might mean in your individual workplaces but I will turn it over to Vanisa Tabakovic now to talk a little bit about Tapestri.

> Thank you so much. Good afternoon, everybody. I hope everybody is doing well and thank you for joining us. My name is Vanisa Tabakovic, Executive Director of Tapestri. I have been with Tapestri since 2004. I actually started as a legal advocate in the domestic violence program. We have a diverse group of staff. We are 17 at the moment. We have a vacancy which hopefully we will fill once things get a little bit back to normal because this is our new normal and we are a very diverse staff and we collectively speak 15 different languages so one of our volunteers actually described this as the UN. It is a very diverse group. At this moment, I cannot imagine any other place to work. Everybody is amazing. Today, I have seen some of your comments from the chat and it is really an amazing thing how we get to adapt and really support staff and the people we work with and to actually continue our work the best way we can. As you can imagine, at Tapestri, we serve survivors of domestic violence, sexual assault, and we also work with minors and we have an intervention program. There are a lot of different activities that are happening on a daily basis. We also have to adapt and start our virtual, remote work that poses challenges but some of you also mentioned it opened opportunities that it opened new threads that will hopefully be helpful as we move forward even after COVID-19, once we are safe to return to our offices, some of these practices that we have utilized will be helpful as we move forward. For example,

one of the things for us and our teams, meeting everybody where they are at, for example, when we have started this remote work, we want to make sure that everyone has access to Internet and everybody actually can access meetings that have a WebCams at work and sometimes if you don't use it a while, it may not work so this took planning and checking with everybody to make sure and we don't assume that just because somebody has a laptop or technology, they can go ahead and go. Issued be, quite on the way, I think the first two weeks of putting everybody remote with the new invoicing and resources in COVID-19 on what to do and where to go, and also understanding the fear that there might be, I think the current situation, maybe some folks have been exposed to someone that may have been sick and things of that nature, so just kind of all around, having this awareness and not to assume, I think, is very important for work. Also I want to talk about, as you can see on the slide, for our staff support, this is something we have incorporated into Tapestri. When I first joined and a few years back, we actually had, like, sick time and vacation time separately, and then recently, it was kind of, it was a tiny place could use but again sometimes you need a day off but it doesn't necessarily have to be a sick day and we wanted to eliminate that kind of, folks said I need time off and it's not a sick day but can I call it a sick day not just show up in and I don't want people to be concerned that I have so we started thinking about it and about 5 years ago, we started incorporating PTO which is paid time off and people will request a PTO day. They do not need to explain what they will use it for. You know, if it's their birthday or they want to just a kid, it's a desk or they want to take them to the park and they just want to mentally offer themselves, so this has really helped us with overall everybody being very happy about this change and we are so far seen a great improvement and overall well-being of staff and having that opportunity to take time off without being stressed and to explain what this is for, I think, has really made some of the stress we were having -- we are flexible with our vacation policy so if somebody needs to take it earlier in the year with a have not accrued enough vacation, we also, as you can imagine, we are diverse and have people overseas and so planning to have those trips overseas, sometimes, it might have to be a little bit longer than just a quick trip and we are very flexible with that and again, we are really looking at it on a case to case basis and having the open communication to talk about these needs to be acknowledged. One of the things that's very important to realize is there is professional development of staff I wanted to make sure that we have throughout the year and only in the last two months, actually, we have had a lot of opportunity in educational webinars and online classes. But higher to that, we want to make sure that each time we budget and amount for staff development that there is time to cover travel and there's time to pay for class or books or any supplies and that is available. We are always looking for different types of scholarships if they are available for staff to apply and attend I have found out that it is very helpful and our staff loved the opportunity, for example, we have workers to keep their licensing and they have to attend a certain amount of classes each year to maintain and sometimes those could add up in cost if they have to maintain and pay for that. We have successfully managed the budget explained to our funders that this is crucial for the work that they are doing and our staff

because it's very valuable to us and very educational for us and we went to keep their professional development up to speed so we have been successful with that and that seemed really, our staff has really appreciated that. Of course also we have had several folks that are professionally certified in areas that we want to make sure that they continue certifications and we help them with that if they have to attend trainings for specific classes, we will be flexible with them if they have to take some time off, actually, to focus on other things. We are very flexible with that and overall we are in Georgia and just looking at we have a Georgia Center for nonprofits and this has been such a resource to our nonprofit in Georgia and I'm not sure if other state have nothing to Miller. But it provides -- have something similar. But it provides, you can learn about writing grants or writing budget and understanding budget, working with boards than anything you can think of related to nonprofits and just having the variety of professional development opportunities for staff really made a difference for us and also just make sure [ muffled audio ] joined in 2004 so it has been a little over 16 years and we have several staff that have been more than 10 to 12 years and going on and we have, of course, as we have grown, we do have new staff that have been with us maybe two or 3 years but a lot of our employees have been here for a long time and we also encourage that if they find better opportunities, we are excited for them as well and so if our work prepares them for another better and different opportunity that they are seeking, we are supporting them on that as well. As far as our staff engagements, we have regular staff meetings and, as you can imagine now during the current situation, these may actually be even more so available just making sure we are having support for everybody. We had our monthly staff meeting where all staff will participate. Right now, given the current said situation, we are doing it every Wednesday for the whole staff and each team meets weekly as well and we have daily check is also to make sure everyone is okay and a lot of these things, other than re-create the whole staff meeting, and the one team meeting, they are optional because we do not want to also force it because everybody is overwhelmed and we want to make sure that everybody has time for all of this and as you can imagine, we are working with very vulnerable populations our clients are struggling with technology, they are struggling with [ muffled audio ] have to learn and it has been challenging and, as we see, it has been challenging for some of our staff because in the past, they did not have to do remote, virtual learning but they now have to participate in it and then on top of that they also are managing their caseloads and several clients that are calling are also having difficulties and challenges that we are trying to make sure that we are providing support to staff as well as our client that are seeing these new challenges, new difficulties, recently, that will hopefully, we will get some new technology and new technologies help our survivors and as you can imagine, you know, sometimes one laptop will do for one family but right now when everybody is home, you have several people and everybody needs Internet for school or a meeting and that becomes a challenge and we want to make sure that our clients as well as staff have that, have the equipment that they need and it's a very challenging time and in terms of personal experience, my daughter is a senior in high school and she is actually doing online learning. She was an online school prior to COVID-19 so

she's very familiar with the requirements and everything but [ muffled audio ] no big deal, I will just go around to get a new WebCam while you fix the laptop and as you can imagine, I went to the local Walmart and there was not a single WebCam available and so I said I think I know a lot of people are using it and there are challenges and everybody, so you see small stuff that, back in the day, you could go to Amazon in order something it would be there the next day but currently it is not available. So just having that in mind that not everything is as it used to be and you cannot quickly fix something and to give people enough time to adjust and kind of moving to come indication which is, you know, also very important, having to communicate with staff, having clear communication is key but it can be challenging times and making sure that we are communicating clearly, what does that mean, our message is clear, we making sure that we are being understood, what is our organization try to convey to staff but also outside to our clients and to [ muffled audio ] very open communication, for example, we are writing grants. We are ask our staff for input so they are very well aware of our proposals and make sure that they are feasible to do. Sometimes people who write grants that are not in direct services may not be as a successful as they want them to be. So a great success, I would say, that in our work actually is our communication and our work with staff directly and asking them can you tell us about what the needs are and once we have their opinions, you know, they will kind of guidance in the writing. And also always offer feedback and it -- feedback and input and it's very important to continue that it always we are open for other ideas and input throughout all of the work in the organization. I will stop here and give it to Lisa.

> Thank you.

> Thank you.

> Okay. I am Lisa Fleming calling in from Rose Brooks Center in Kansas City, Missouri. We provide a 24 hour hotline emergency shelter for adult, children, and their companion animals. We have a rapid housing program and offer individual and group therapies for adults and children both inner shelter and a residential program. We have court advocacy services, police advocacy, hospital-based advocacy programs, it's called the Bridge Program, and we partner with the police department on assessment programs and school-based violence prevention program called Project Safe, and community education. When we think about staff engagement as a means of helping to build resiliency and when do we start staff engagement, it really starts for us in the hiring process and it is during that time we really want to make sure that there is transparency with the candidates and who we are, our guiding philosophies, what the work will entail we want to make sure the candidates are going to be aligned with our agency guiding philosophy. We are a low barrier voluntary service model program. We are guided by principles of trauma informed care, universal design for accessibility, and sometimes we are not a good fit for everyone. If we have somebody who has an approach that more is a tough love, pull yourself up by your bootstraps approach, we will not be a good fit. So in that interview process, we think about engagement, we use behavioral-based

questions using real, live scenario so that really again everybody has a much better idea of what they are getting into. We have learned over the years and we learned particularly from universal design for accessibility asked words in Boston that everybody wants to have the 3C's. You want to be able to have comfort, competence, and control in what we do. That part of engagement into an on what a checklist is to be able to give people those 3C's. So we do certainly help people navigate and learn what the job entails but it also includes an introductory education on trauma and ways to mitigate, security procedures, physical and emotional safety, those things that can be foundational to the work. Staff developments, the on boarding process lead to ongoing training process. We have hired an advocacy and education manager that manages most of this by providing trainings for all of the staff in the community. When possible, we request training dollars and over grants. This is for our clinicians. We have added in that they would have a budget of \$500 that he can use for discretionary training and also help for their licensing fees. Annually, we do an assessment of our training needs to see what are the areas the staff want to have training in. Supervision is essential, particularly being able to provide guidance staff on their core job functions and provides an opportunity to do problem-solving to help remove areas to be able to get the work done but it is also built into supervisors job descriptions that they would be responsible for educating 13 members on the impact of trauma exposure and we to be able to mitigate that. Our job descriptions are going to be we update those on an annual basis. We have to always be adapting to the changing needs of the survivors we serve and that is a partnership with the staff person to look at how has the job changed over the past year. There are other opportunities in order to be able to get staff involvement and feedback. I think it is the threat throughout all of our presentations when we think about resilient, building resilience the. It is essential that we adjust trauma exposure, whether you call it vicarious trauma or secondary trauma, it has to be a part of this work and we, as agencies, responsible for having some intentional organizational responses to vicarious trauma so when they saw the survey, the results were hovering around 50 percent and, that is something that really should be at 100% for all agencies. Some things we do with in Rosa Brooks Center to address trauma exposure in addition to that education happens within supervision and the orientation, we have a resiliency committee and we are able to get local foundation funding for the committee. In order to sustain the program, we built one into a grant and we built it into the job description for our health services coordinator so that the coordinator then is responsible for co-facilitating that and it's open to all agency staff. Ongoing, we have trauma prevention, a quarterly trauma and its impact on you training so it gives again an overview of the impacts of vicarious trauma as well as an experiential exercise for staff to use kind of, what have been enrolled and it starts to make sense of how it is integrated and currently we are working on a resiliency self-assessment when they start employment and then use throughout their career to kind of look at where the areas, where do I have strength and what areas do I have opportunities for improvement. As systemic compensation and leave, some things in the last you that we have done, we have increased and started out with a generous leave time and increase that with mental health leave so

you don't have to take a sick day if you just need a break, and increasing vacation time, we offer people, if you participate in our quarterly wellness challenge, you can achieve earned extra leave time. Adopted flexible work schedules as early opportunities will work from home, we started be able to do that and obviously we are all our remotes, work from home, and we added in the last year, pay differentials for staff at have to work evening overnight and we can. It's a way to remain competitive and to be able to engage and retain employees. Promoting and supporting staff resiliency, we recognize that a protective factor for staff retention is really, overall, when people are more hopeful and optimistic and have positive thoughts, that is going to not only impact positively their engagements, but that will result also in the quality and impact of the service that they are providing. We have partnered with Doctor Melhorn of turning point which is a local agency that is part of the University of Kansas health systems. When I am done presenting, I will put it into the chat box the name of the agency. But one of the things that we took, we got a grant and got some capacity building money from one of our funders and sent [ muffled audio ] incorporating each of these 10 facets of resiliency into our group curriculum that we do in our weekly support group so students and then quickly realize that these are the things that we were thinking about Wollaston resiliency and trauma that we could keep, that this would be something good to be able to incorporate into our resiliency plan so one of the things that we have been able to offer those looking at our wellness and resiliency committee, they offer activities throughout the year. They are looking at, they publish a journal, kind of "stall street journal" posted in the restrooms that focus on a different path of resilience the ways in which people can do personal practice their own practice the 10 ways of resilience the and we also had our project team come into our staff meeting and they did many groups with our staff and I think that when we practice self-calming and optimism and being nonjudgmental, just so that people can put it into their own stewardship work but can also incorporate into their work with survivors. We are working on the self-assessment tool that staff can use to kind of really look at where I am I am now and what is the facet of resiliency and again I will put the information for turning point and that has more detailed information for each of these facets of resilience these so I will conclude by saying it of these energies staff engagement that resiliency building, it's really an ongoing process and it is ever-changing and you do not have to be a part of the executive director team in order to be able to incorporate this. And so for the 81% of you that are program folks, you may do it in your individual practice with your team and get it into my recommendations are built it in, get a built into your strategic plan, get it built into your grant but these can be some of the ways, get it built into job descriptions because these can be the ways you can have your ideas for making improvements that they implement and sustain. Thank you.

> Thank you. Will turn it over to Kelly.

> Thank you for having me. I appreciate hearing what Jennifer had to share and Lisa and Vanisa Tabakovic. Recognizing this is not a normal time, I would encourage us to think that normal did not serve us well so how can we create a new way of being and

how our organizations are functioning so I'm located in Boise Idaho and I'm with Idaho coalition against excellent domestic violence. We have a staff generally between 14 to 18 full-time and we always, for the last 10 years or so have had part-time employees that are in high school. We have a really extraordinary group of colleagues to work with who identify as black, queer, LGBTQ, gender, nonconforming folks with disabilities more than almost the majority of her staff identify as folks who are in communities most impacted by harm. One of the things that we have really done that has been so impactful, about 5 years ago now, we went through a theory of transformative change process and we worked with an organizational development consultant in spending almost a year with a combination of staff and external partners and really reflecting and explain the questions about what were our organizational values, what was the issue that we could weekly address and what approaches came across in the organization, and our vision, and as we came to the process which was really an in-depth, and the question sound easy but when you really have to get down to the core, who you are is an organization, it took a great deal of reflection, duplicity, and conversation and so as we emerge from that, our organization also began to change much like the butterfly within the chrysalis and beginning to bloom. And so just kind of really a quick snapshot, and organizational values ground us in everything we do in not surprisingly, most antivirals organizations, compassion, willingness to always turn toward violence and oppression is a key value. Another value is understanding our deep interconnectedness that we are interconnected as human beings, to each other, to the planet. Another what is leading boldly. We live in a pretty traditional conservative stated that is not a single story. We actually want to meet everybody and serve everybody where they are at an in terms of the amazing domestic and sexual violence programs across our city community and tribal, and we went to be boldly. Another one of our values is emotional equity and really understanding that we do not all come to this moment in time with the same kind of opportunities and access to resources and how can we really envision the sharing of power resources and are other value is collective liberation. It is understanding that liberation each and every one of us is important as well. We have five values. Most of us can only remember five things. We want these to really drive the organization. The issue that we exist to address is really addressing gender-based violence that is connected to multiple systemic oppressions. We understand that all violence in all shapes and forms is interconnected and in order to get to the root issues, we have to be willing to explore all of that. Certainly domestic violence, sexual assault, stocking and dating violence our course to organization and it also means that we look at racial violence, statement, violence against the LGBTQ community and more. For approaches across the organization, this will continue to evolve over the 5 years and what I was saying now is that we really had a and that one of our approaches is about centering communities most impacted by harms, most impacted by violent that disproportionately are black, people of color, LGBT community, refugees, others experience gender violence at a much higher rate and so when we think about the kind of communities that are impacted, want to make sure that we are co-creating community centers illusions. It is not Idaho coalition but we are actually working at

community and helping to identify what those are. A second approach across the organization as a collective healing. It is individual generational and collective trauma and transforming our response to violence. The third one is transformational cultural strategies and we have always seen youth is a real pathway to changing culture where everyone is valued at everyone has the condition to be able to thrive. The fourth is really mobilizing across movements and understand that we cannot continue to be siloed. And even during the pandemic, we are seeing, while we are disconnected physically unsocial to thing, we are finding ways that we are more connected than ever. So when I think about our organization and our staff and our staff who are again identified as indigenous, black, let next, from many different communities, this theory of changes actually shaping and informing we are as an organization and at its core. I would share that we would aspire to be and I say aspire because this is an organizational journey, this is the journey of my own, I identify as white, able-bodied, heterosexual, and when we say all of you is welcome that is at the core of our aspiration to be a multicultural, multiracial liberated organization. What does that mean? All of you is welcome, that is about everything everyone lived experiences, that is about me as a someone who is how white leader doing my homework to understand what the long history of this country is in terms of colonization with respect to the indigenous community the black community, and everyone is harmed by the way that our policies and governments and everything has been shaped and formed. I have been very much socialized in white dominant culture so I've had to do a lot of work it will continue to do my own work in understanding what that looks like on the way I see the world and how I have been able to, like, move through the world. In the when I think about our staff all of you is welcome, it is about the changes, like, understanding, like, the personal policy, have we done them of their things from the very beginning that we needed holidays and it was flexible and the first of the year, whether or not you identified with someone who ascribed to Christianity or you are Muslim or you were indigenous but you were able to take the holidays that allied with who you were as a person. That also been that we have an organizational responsibility to hold the larger landscape of what is happened so understanding with having colleagues that have been impacted last week with the man who was killed in Georgia while running and most recently the story around Taylor Martin who was killed in Louisville, Kentucky, and others adding the impacts of the people I work with and how do we create space for them to be able to breathe, reflect, and move on and do the work but do it in a way that is not creating additional hard. We also talk a lot in our organization across all of our teams about what is your life's purpose, really helping people distill down what is it that they really, at the core, are wanting to do, what is it that other people rely on for day in and day out and making sure that the work that you are doing is aligning with their life purpose. Similarly, with core strengths, what is it that they are so strong at, something we are making sure we tap into and what are the gifts, the gift may be something they are really good epidemic at a little bit more help if they are tempted to that too much. So really having the kind of conversations that everybody an organization fully in all of who they are and all of who they bring to the organization is central to how we have staff that are so extraordinary

and we are so blessed to have. It also means that their life purpose, if it's something else come over to help cultivate and in a way where they can move into that even if it moving into another organization. I think we have some, you have to really reflect about, you know, staff retention, is it to the benefit of the organization or the benefit of the whole person and so really understand the whole person is and what they want to organization that we try to engage in on a regular basis. We also have really kind of focused on human centered ways of being. And I say this because one of our core philosophies around violence and one of the reasons violence is so predominant in our culture is that we are so disconnected from our mind, body, and spirit. And so what kind of practices can we put into place order to help kind of renew our community, ourselves, our beings, our spiritual beings. That is also about knowing what habits we have and when I say habits, for me, a lot of these habits are really rooted in the dominant culture and they are ones that are just like so ingrained and they are so ingrained in me that it has taken me a lot of work to undo. And those have it, you can cool habits of white supremacy and it can be anything from a false sense of urgency, scarcity, perfection, being overworked, binary thinking, so really trying to really dig deep and trying to identify what are ways that we can cultivate practice. And so anything about organization and organization does a lot of the work that most cultures do which is going to be, like, really, working across systems and we also provide direct services to survivors, sexual assault who are adolescent you need help and more recently around domestic violence as well so we do a whole host of work to help actually cultivate practices in the of the work that we do that really centers all of us as human beings and all of our staff as human beings. So some of those look like this. When we have our staff meetings and will talk a little bit about COVID but always in a circle we don't sit around the table we sit in a circle, we usually start by breathing collectively together. The research will tell you if you're breathing together, in about three minutes your hearts will to sync up so as a way to build a president that connection and we also start with prompts that actually kind of go more to, like, the humanity of each center one of us that it should be simple as what is the weather in your head. And it is a way for people to tell you whether or not things are stormy, cloudy, there is a big weather front coming in, a tornado, whether or not they have Sunnyside, and a way to be able to share with our maybe going into the specifics of, because what people to bring all of who they are which means there is a separation between personal and work life and we are trying to, like, eradicate that, and we also after another fun one a couple of weeks ago, Tanisha had this amazing prompt and it was like what kind of been and are you, what stage are you at, and so think about a banana, you know, it's green and hard and yet to be peeled or is it Brown and maybe could be used for banana bread but again, it gives you a sense of where folks are and we do this without judgment, without comment Terry but just a way -- commentary but just a way for people to share we also have a practice that can be anything from the breathing, tai chi, we move together, and we come from a place of authenticity. We have done a lot of practice and connect you to need to do so around giving and receiving and feedback and we really value spaciousness and having opportunities to reflect on who you are, the work that you are doing, impacting your time

to have, it is all part of this work. So along our journey, our policies, practices that continue to evolve, last year, we shift into a 35 hour workweek and I'll tell you as someone who has been doing this work for a very long time, that was really hard for me because I, like, thinking that you have to work, work, work, I see this pandemic as a portal. I spent a little bit of the rest of my time talking about that. There's a lot of good writing out they are not happy to share with anyone if you want to email me. This COVID-19, in the midst of suffering and the thousands and thousands of people who have died and, like it reveals, I am sure you know somebody and we have many of our colleagues that have lost grandparents to COVID-19 and we have had folks that we don't trust the country who are doing this work you have been hospitalized and integrated and on ventilators and so how do we hold suffering enjoy the same time is something that we are really working on with folks as a team and it's also been an extraordinary privilege to work with our community and tribal sexual violence program at this time and we haven't connecting, you know, first it was weekly calls and now we are going to go to probably once a month that we may want to see each other more often but there are ways of connection that we weren't using before that we have found to be really joyful and fruitful in terms of generating ideas. We have also been really reflecting on the time on how do we really assess what is really needed, how do we show and let go of things that disturb us and how we work at a rhythm and pace that is more aligned with nature, how do we embrace the this and time for reflection. So what I think about these different things that we are trying to do across the organization, first and foremost, I need I think all of us have a responsibility to keep people employed as long as we can and that we know that the economy is in deep trouble, everything indicates that we will be staying at home or so for seeing in some variation for probably a very at the period of time, your to have four more. I think it is important that we continue to connect with one another with weekly caps and calls and we still use our practices, we still read together, we still start by asking prompt, we let folks share, we all have to understand in our organizations that people are not experiencing this time all in the same way. I have a wonderful staff member and the weight of the world is on her right now. It's the impact of COVID-19 on indigenous communities and others I do I as black anything about the way COVID is impacting the black communities and how are we actually make sure we are naming this and organizational containers so people notice their communities are seen and what are we doing to help interrupt how this is, like, getting to work and not thinking about the impact of what is happening. I also want to, like, talk briefly about some other ways that we are trying to move from this idea and I appreciate Jennifer's talking about driving and there are ways we can do this but I think there are some survival have a that mark all of our work and I will speak to having these myself and scarcity and how do we move to abundance and how do we move to understanding that we can create choices, we can create a budget, ways that are manifested in our organization. We have staff that come from historically marginalized communities, the LGBTQ communities, the refugee community, we actually increased their rate of pay right now just because we know that in these families, the wages that they are not helping to support their families. That was desperately needed. We also want to

encourage people to take care of themselves. It is important for us to talk about moving from the no mentality and explore all the ways we can do that. We are moving from the survival have it of busyness spaciousness, choices, choices and openness. And I really encourage all of our team to work at the pace of what the wisdom of the day is for our team members that have young children, just do what you can, focus on your family, you know, I trust all of our colleagues that I work with so deeply but I wanted to be sure they are taking care of themselves and their families first. I also want to, like, say that, for the programs, we have also been trying to create ways to make sure that the advocate, when they are working from home, to stay employed, we read a trauma stewardship together and is a book that came out in 2009 it has so many great lesson and I encourage you to do that. And we are doing a virtual book discussion with them I did that last week on trauma stewardship. I am encouraging all of our program directors and advocates to remember all of those tools about self-care being a hydration throughout the day and not just on the weekends. Make sure your teams are seeing survivors who are showing up at much more severe instances of violence, that you are hydrating and taking breaks in between seeing folks, you're getting outside, you are connecting with nature when you can't. We have to do this collectively together. I know I think I'm out of time so I want to make sure there's just so much to share and I so appreciate what everyone has had to share and I think when Jennifer talked about empathy, Inc. empathy, compassion, really seeing the humanity in ourselves and each other as some of the most beautiful gifts that has come out of a horrific tragedy for our country.

> Thank you so much for all of that. Thank you also to all of our presenters today. I appreciate the time with all of you and seeing your chat and hearing from all the presenters and faculty today. I apologize if we did not get some questions. We will review the chat box to make sure and please complete the evaluation that we have and take a moment to download all of the files that are at the bottom of the screen. There's a great list of resources. We encourage you to take a look at them. Thank you to everybody for being here today. It was wonderful.