

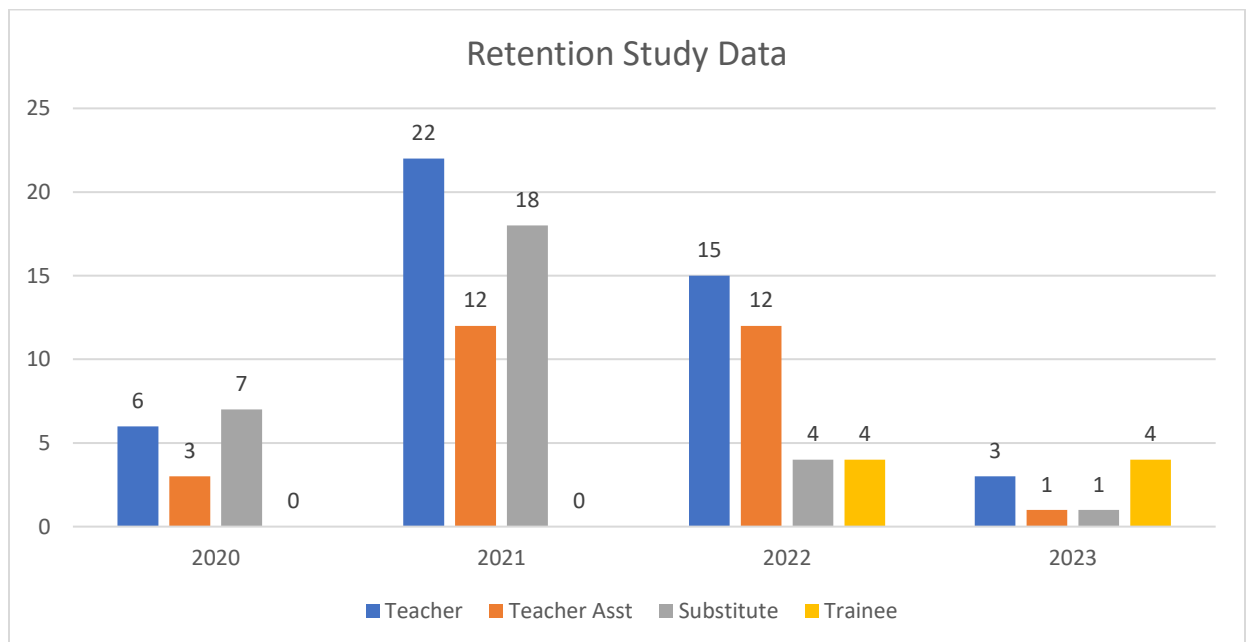
## WNCSource CEO Report

June 8, 2023

### Results of Mano-Y-Ola Teacher Retention Study

WNCSource has received the results of the Mano-Y-Ola Teacher Retention Study. I will highlight some of the findings below:

- Between 2020 and 2023 WNCSource 112 teachers, assistant teachers teacher trainees and substitutes left
- The turnover trend is improving (Please see attached graph)
- 69% of current WNCSource teachers listed increased compensation as a support that would make them more likely to stay
- 77.6% found workload and time management to be a challenging aspect of their job
- 84.5% were satisfied or very satisfied with their current job
- Teachers and site managers like our wellness program
- Many former teachers listed extreme behaviors of children to be a factor in choosing to leave
- The most popular work schedule is 7:30 AM to 3:30 PM Monday – Friday
- 72.4% responded that work-life balance is extremely important to them



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We are still absorbing the results of the study, but some actionable steps are being discussed, or were already partially implemented:

- Retention Bonuses
- Pay raises of between 7% and 30% between January 1 and May 1, 2023
- Hiring more behavior intervention staff
- Having well paid part-time staff provide late afternoon care
- Giving planning time to teachers in the afternoon
- Providing onsite childcare for our employees

The Teacher Retention Study has given us valuable insights. We will make changes that the study suggests will have the most impact.

### **Trauma Resilient Communities Seven Commitments**

WNCSource staff continue to have monthly meetings with Crossnore as we implement steps that incorporate resiliency. One important step is adopting trauma informed norms, which are commitments to:

1. Emotional Intelligence
2. Social Learning
3. Social Responsibility
4. Non-violence
5. Open Communication
6. Growth and Change
7. Shared Governance

Attached to this report is a brief description of each of the seven commitments. We are discussing the best ways to communicate these commitment and other aspects of trauma resiliency. It is interesting that WNCSource is the largest organization participating in the WNC Trauma Resilient Communities project. We were warned that this might make our journey longer. We are chipping away at it, and will share our progress with the Board.

# 7 Commitments & Norms

1. Emotional Intelligence (EQ)	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Knowing how to regulate and express one's emotions while also having the ability to manage interpersonal relationships with empathy and respect</li> </ul> <p><u>Trauma-Informed Behavior:(Norm Driven Behaviour)</u></p> <ul style="list-style-type: none"> <li>➤ Thinking before speaking</li> <li>➤ Knowing when to walk away and take a breath</li> <li>➤ Having compassion for oneself and others</li> <li>➤ Practicing self-awareness and vulnerability</li> </ul>	<ul style="list-style-type: none"> <li>Am I having an emotional response to a topic or discussion?</li> <li>Do I take responsibility for sharing my feelings in an intelligent way?</li> <li>Am I timely in addressing my feelings and using my safety plan?</li> <li>How can I be helpful (without engaging in a reenactment)?</li> <li>How am I feeling right now and what do I need?</li> </ul>
2. Social Learning	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Learning and teaching one another through observation and modeling trauma-informed concepts</li> <li>Changing the patterns of thinking and behavior, through the understanding and practice of trauma-informed concepts and tools</li> <li>Learning from one another thorough evaluation of successes and challenges</li> </ul> <p>Trauma-Informed Behaviors:</p> <ul style="list-style-type: none"> <li>➤ Listening reflectively</li> <li>➤ Continuing education on trauma-informed evidence-based practices</li> <li>➤ Seeking internal and external expertise</li> </ul>	<ul style="list-style-type: none"> <li>Do I use and embody trauma-informed tools (SELF, 7 Commitments, etc.) in my day to day interactions at work?</li> <li>Do I model what I have learned from previous training?</li> <li>Can I identify the 7 Commitments and tools when I see them used?</li> <li>Do I view destructive or violent incidents as opportunities to learn?</li> </ul>
3. Social Responsibility	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Keeping oneself accountable for embodying the 7 Commitments</li> <li>Conducting oneself with intentionality, mindfulness, and ownership at all times</li> <li>Remembering "I am we" and "we are I"</li> </ul> <p>Trauma-Informed Behaviors:</p> <ul style="list-style-type: none"> <li>➤ Using "We" or "Our" vs. "I" or "yours"</li> <li>➤ Behaving ethically in all interactions</li> <li>➤ Engage in problem-solving, solution focus behaviors rather than complaint-focused behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Am I fully engaged or am I distracted by other things (phone, computer, etc.)?</li> <li>Am I practicing social responsibility in my interactions with others?</li> <li>Have I been supportive of my colleagues' efforts?</li> <li>Am I willing to give up something in order to achieve goals?</li> </ul>
4. Non-violence	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Creating a culture of safety and trust</li> <li>Promoting a workplace where safety and trust is a priority for all staff members and treating others with respect</li> <li>Resolving conflict at the source</li> </ul> <p>Trauma-Informed Behaviors:</p> <ul style="list-style-type: none"> <li>➤ Using non-violent communication</li> <li>➤ Stopping social violence (i.e., gossip)</li> <li>➤ Being a safety ally</li> </ul>	<ul style="list-style-type: none"> <li>Do I participate in gossip during or outside of meetings?</li> <li>Do I participate in excluding or aligning against other staff?</li> <li>Do I contribute in creating safety at our agency?</li> <li>Do I feel unsafe? If yes, Do I need to access my safety plan?</li> </ul>

<b>5. Open Communication</b>	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Communicating with transparency</li> <li>Having direct, and empathetic communication with everyone involved</li> <li>Acknowledging the “elephant” in the room</li> </ul> Trauma-Informed Behaviors: <ul style="list-style-type: none"> <li>➤ Speaking honestly in an emotionally regulated way</li> <li>➤ Practicing carefrontation and conflict resolution</li> <li>➤ Being an active listener</li> </ul>	<ul style="list-style-type: none"> <li>Do I promote direct communication with my words and actions?</li> <li>Is my communication kind, clear, helpful, insightful, and necessary?</li> <li>Do I create silos by communicating indirectly through gossip?</li> </ul>
<b>6. Growth and Change</b>	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Identifying and processing loss associated with change</li> <li>Planning for the future using a trauma-informed lens</li> </ul> Trauma-Informed Behaviors: <ul style="list-style-type: none"> <li>➤ Incorporating feedback to generate self-growth</li> <li>➤ Contributing to positive growth</li> <li>➤ Acknowledging losses to move forward</li> </ul>	<ul style="list-style-type: none"> <li>Do I acknowledge loss and, am I ready and willing to move forward?</li> <li>Am I reflecting on my personal and team growth by actively encouraging and supporting change?</li> <li>Do I believe in the potential for positive change among staff, leadership, and clients within my organization?</li> </ul>
<b>7. Shared Governance</b>	
<i>Norm Description</i>	<i>Reflective Questions</i>
<ul style="list-style-type: none"> <li>Creating a decision-making process using the 7 Commitments by seeking active participation from different levels and teams within the organization</li> <li>Creating a timeline using the 7 Commitments and trauma-informed tools</li> <li>Communicating effectively with all affected</li> </ul> Trauma-Informed Behaviors: <ul style="list-style-type: none"> <li>➤ Contributing feedback and ideas for solutions</li> <li>➤ Sharing disagreements in an emotionally regulated way</li> <li>➤ Reflecting on abuses of power (your own and others)</li> </ul>	<ul style="list-style-type: none"> <li>Am I willing to engage in action rather than complaining?</li> <li>Do I feel I can openly question or disagree with decisions made by administrators, managers, or other staff?</li> <li>If I disagree with a decision that is made, I am able to openly discuss it or question it in an emotionally regulated way?</li> </ul>

Developed by Beatriz Vides, Rebecca Goggin, and Jennifer Middleton (Center for Trauma Resilient Communities)

## 1.4 TRAUMA-INFORMED NORMS: THE SEVEN COMMITMENTS

The importance of shared commitments is at the heart of the TRC Model. We utilize The Seven Commitments derived from the work of Dr. Sandra Bloom. These commitments are intended to provide guidelines or agreements for everyone at every level of an organization to create and maintain a trauma-sensitive culture.



### A. Nonviolence

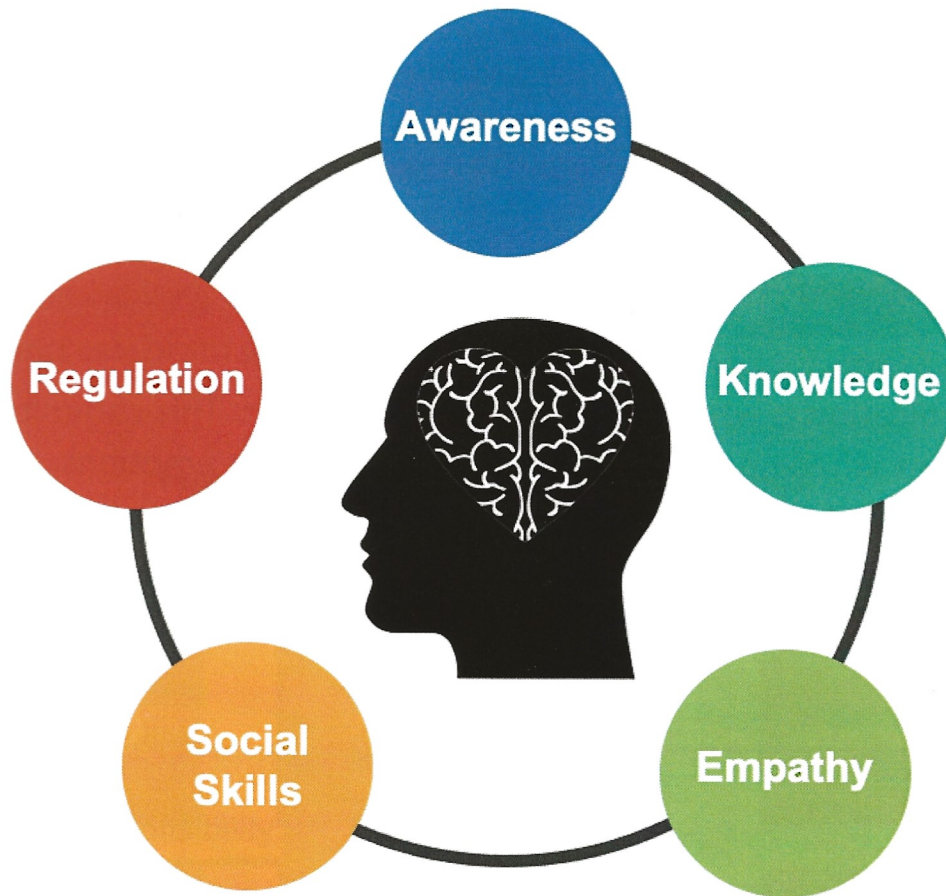
The commitment to nonviolence expands the typical physical safety definition. Safety can refer to physical, psychological, social, ethical, cultural, or racial safety.

***“We have learned through the grim realities of life and history that hate and violence solve nothing. Violence begets violence; hate begets hate; and toughness begets toughness. It is all a descending spiral, and the end is destruction — for everybody.”***

Rev. Dr. Martin Luther King Jr.

## B. Emotional Intelligence

Emotions are contagious and can easily spread. The commitment to emotional intelligence means we recognize and safely regulate our own emotions and assess and perceive the feelings of others - skillfully responding within oneself and throughout social contexts.



***“(Emotional Intelligence is) the ability to perceive accurately, appraise, and express emotions; to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions so as to promote emotional and intellectual growth.”***

Mayer, J.D. and P. Salovey, 1997

## C. Social Learning

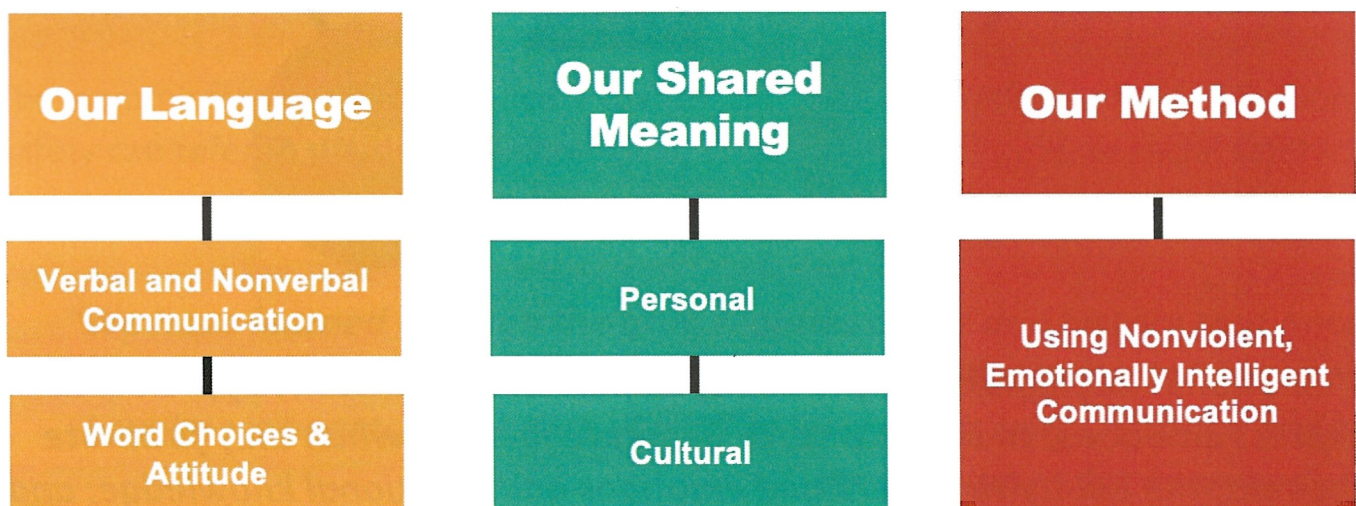
When committing to social learning, we promote collaborative thinking and break down negative patterns within organizations, learn from mistakes, and commit to making each other and the organization better. Social Learning allows you to tap into the power and expertise within yourself and others.

*“The concept of social learning implies that we are all an integral part of the learning process.”*

Maxwell Jones, M.D.  
Beyond the Therapeutic Community

## D. Open Communication

Open communication is what we say and how we say it. This commitment creates an environment where people can freely express their emotions, thoughts, and ideas in a nonviolent and emotionally intelligent way.



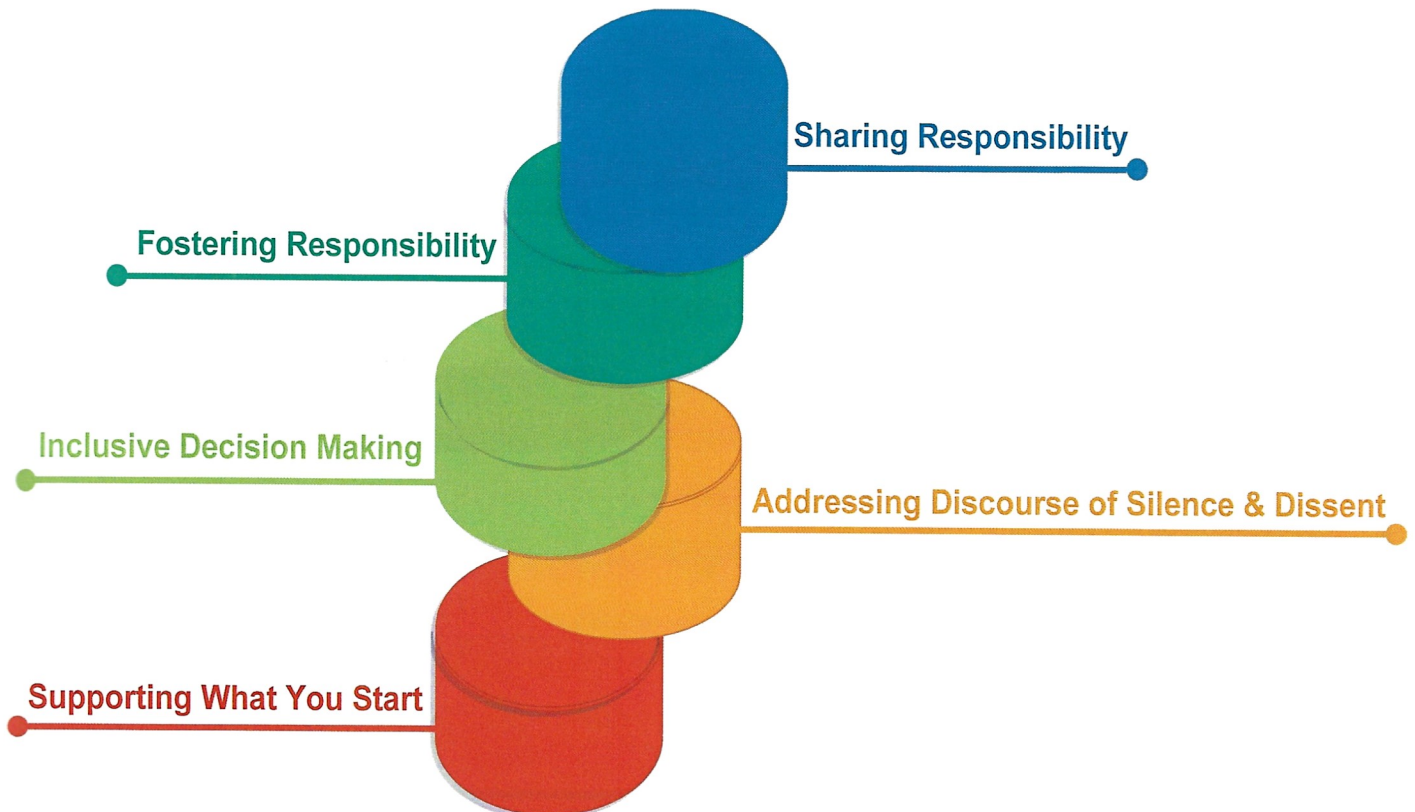
## E. Social Responsibility

The commitment to Social Responsibility emphasizes that there is strength in the collective and that we can accomplish more when everyone contributes to positive change. Social responsibility is shifting our mindset from "me" to "we." We are all responsible and accountable to creating a positive culture.

## F. Democracy

Democracy is the development of critical thinking and collaborative efforts toward decision-making through exchanging different views while balancing experiences and celebrating shared participation.

### Functions of Democratic Leadership





## G. Growth & Change

Growth and change create hope for participants, ourselves or staff and the organization. This commitment allows us to process loss while learning from the past and creating a plan for a better future.

