

BIDS Well-Being Survey Report 2021¹

In mid-June 2021, the BIDS Well-Being Committee sent a survey link by email to every employee in the agency (about 189 people). There were 21 questions on the survey, all directed at well-being and retention issues. Employees were given about two weeks to complete the survey.

Employees answered the survey anonymously. The questions were identical to the survey given in July 2020, except for the addition of one question that attempted to measure whether the employee's well-being had improved or decreased since the 2020 survey. The questions were largely multiple choice, but, where logical, questions gave employees an "other" choice to write in an answer if the pre-selected choices did not fit with their experiences.

For some questions, employees were allowed to pick as many selections as applied, but for others they were only allowed to pick three selections or one selection in an attempt to identify which issues should be prioritized. One question allowed for narrative answers.

There were 109 responses (about 58% of the agency, down from the 68% who answered in 2020), including 72 attorneys (65.5% of responses) and 37 support staff (34.5% of responses). This report is a summary of the answers and how the answers have changed from 2020. This report also attempts to come to a few general conclusions based on those summaries.

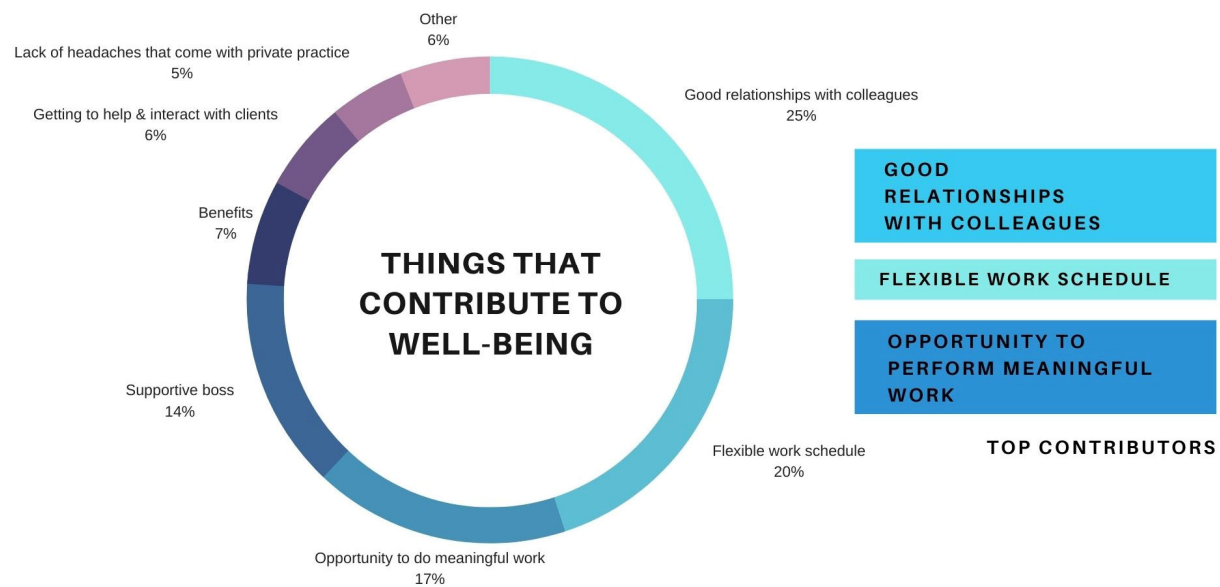
¹ Compiled by Meryl Carver-Allmond, BIDS Well-Being Committee Co-Chair and Capital Appellate Defender. Presented to the Director and Board of Indigents' Defense Services on August 13, 2021, by Julia Spainhour, Chief, Capital Habeas Office, and Hope Faflick, Assistant Appellate Defender.

POSITIVE IMPACTS ON WELL-BEING

Positive impacts were discussed in two questions. One question was focused on the employee's personal well-being, and one was focused on impacts on colleagues' well-being that the employee had observed.

Employees were allowed to choose the three top contributors, which resulted in 635 answers total. The percentages below are percentages of those 635 answers.

Overall, good relationships with colleagues, flexible schedules, and the opportunity to perform meaningful work were the top contributors to BIDS employees' well-being. The answers to this question and how those answers were ranked was largely the same as last year.



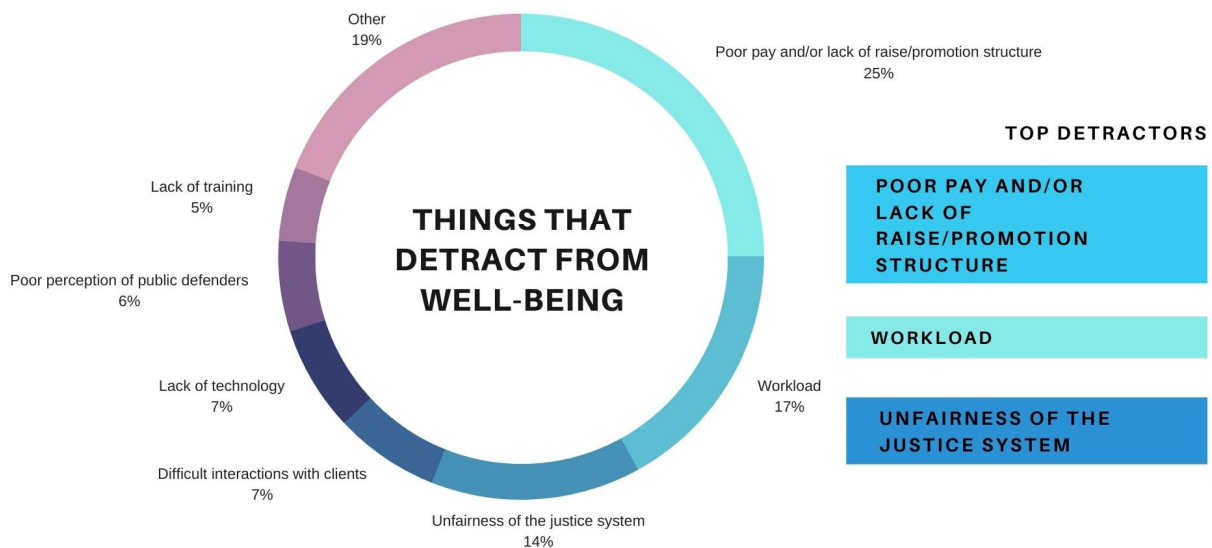
(Note: The question gave "health insurance and retirement" as examples of benefits. It gave "recruiting clients and billing hours" as examples of headaches that private attorneys have that BIDS attorneys do not.)

NEGATIVE IMPACTS ON WELL-BEING

Negative impacts were also discussed in two questions. One question was focused on the employee's personal well-being, and one was focused on impacts on colleagues' well-being that the employee had observed. It was specified that employees should set aside any recent changes due to Covid-19 in answering these questions.

Employees were allowed to choose the three top contributors, which resulted in 618 answers total. The percentages below are percentages of those 618 answers.

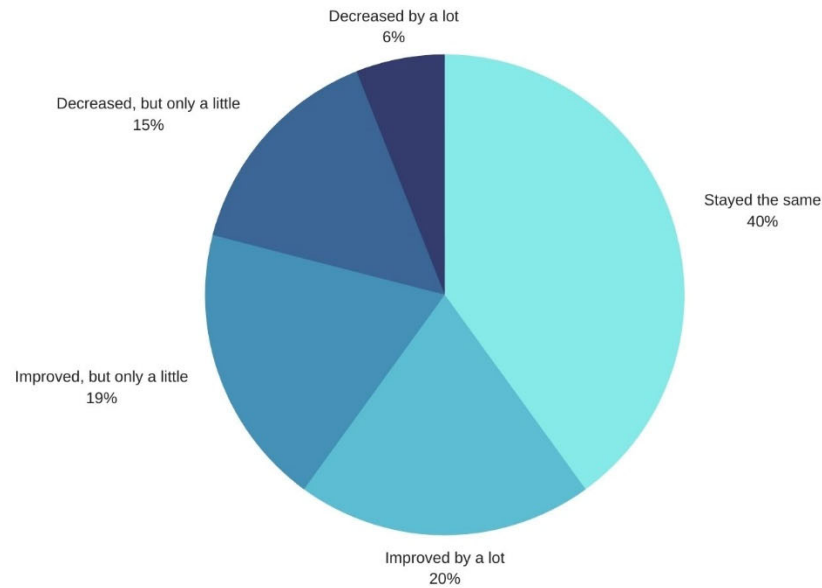
In 2020, workload was the top negative issue for BIDS employees (19%) followed by poor pay and/or the lack of a raise or promotion structure (18%). This year poor pay and/or the lack of a raise or promotion structure was the top issue at 25%, an increase of 7% from last year. Workload was in second place at 17%, although the number of employees who listed workload as a negative was down 2% from 2020, suggesting, perhaps, some small relief in that area. Unfairness of the justice system rounded out the top three complaints (14%), and was up 3% from last year.



CHANGES IN WELL-BEING IN THE LAST YEAR

As an additional question for 2021, BIDS employees were asked to rate how their well-being had changed in the last year. About 40% said their well-being stayed the same, and about 40% said it got better, for a total of 80% of employees who ranked their well-being as the same or better than at this time last year.

LOOKING AT THE TOTALITY OF YOUR CIRCUMSTANCES, SINCE THIS TIME LAST YEAR HAS YOUR WELL-BEING AS IT RELATES TO WORK:

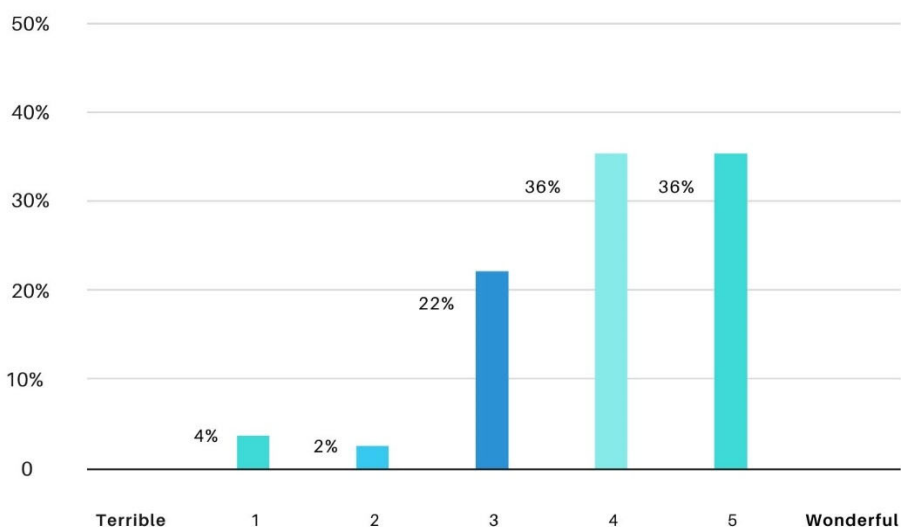


OFFICE CULTURE

Two questions were asked about office culture.

The first asked employees to rate their office culture on a scale of 1-5 (with 1 being “terrible” and 5 being “wonderful”).

Overall, about 72% of BIDS employees scored their office culture positively (as a 4 or 5), which is fairly consistent with last year. About 6% scored their office culture negatively (as a 1 or 2), which shows improvement from last year when 11% scored their office negatively.

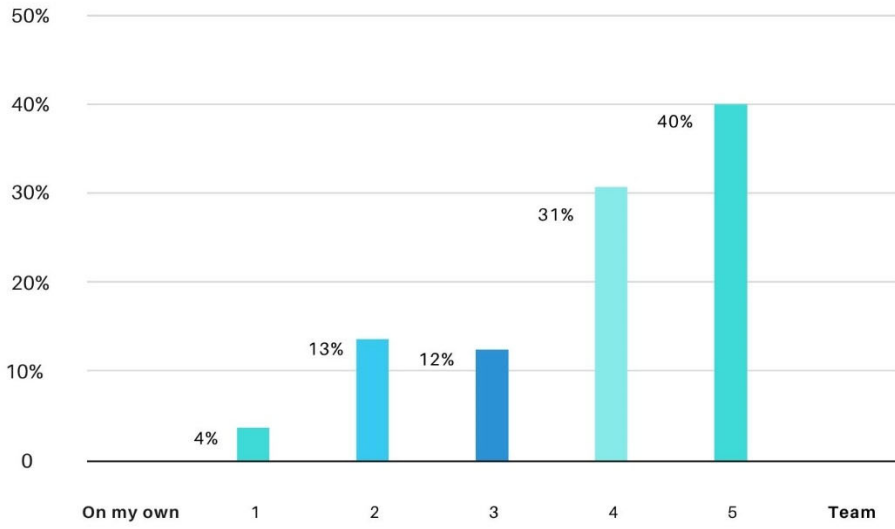


OFFICE CULTURE

How would you describe your office culture?

The second question asked employees to rate on a scale of 1-5 whether they felt like they were part of a team or on their own (with 1 being “on my own” and 5 being “part of a team”).

On teamwork, about 71% of employees scored their office positively (as a 4 or 5), up from 62% last year. About 17% scored their office negatively (as a 1 or 2), which is roughly the same as last year.



TEAMWORK

Do you feel like you're part of a team? Or on your own?

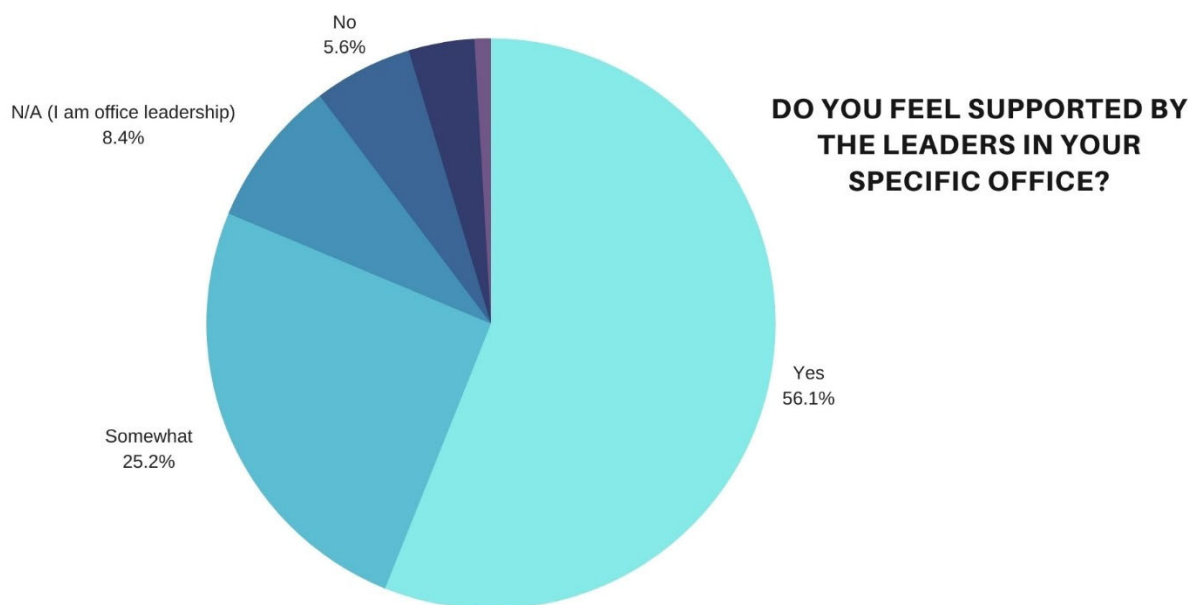
SUPPORT FROM LEADERSHIP

Two questions were asked about whether employees felt supported by leadership.

The first question asked employees if they felt supported by their specific office leaders.

Overall, about 60% of employees currently feel supported by their office leadership, about 25% feel “somewhat” supported, and 7% do not currently feel supported. These numbers are very close to 2020, except that in 2020 11% said they did not currently feel supported, so that number has improved slightly for 2021.

Notably, about 5% of employees have felt their level of support from leadership change over their career with BIDS. (No specific time period was specified in the question, nor did the question ask whether the change was due to a change in leadership). Most of that group (4%) reported a positive change (i.e., they did not feel supported in the past, but they do now), and 1% reported a negative change (i.e. they felt supported in the past, but they don’t now).

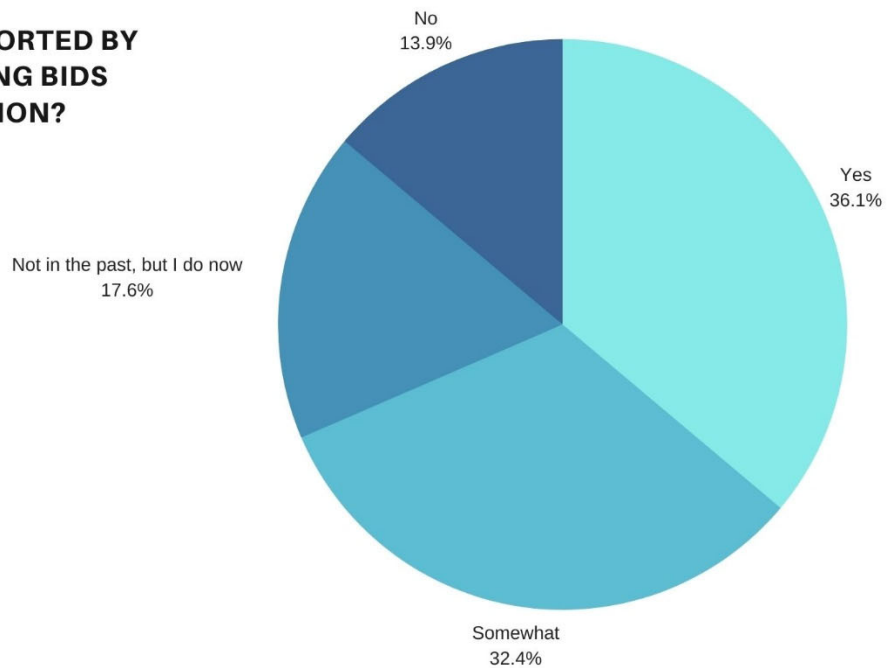


The second question asked employees if they felt supported by the BIDS administration.

Overall, 54% of employees currently feel supported by BIDS administration, about 32% feel “somewhat” supported, and 14% do not currently feel supported. These numbers are very close to the responses in 2020, except that in 2020 57% said they felt supported, so that number has deteriorated slightly.

Notably, about 18% of employees have felt their level of support from BIDS administration change over their career with BIDS. (Again, no specific time period was specified in the question, nor did the question ask whether the change was due to a change in leadership). All of that group reported a positive change (i.e., they did not feel supported in the past, but they do now) and no one reported a negative change.

**DO YOU FEEL SUPPORTED BY
THE OVERARCHING BIDS
ADMINISTRATION?**



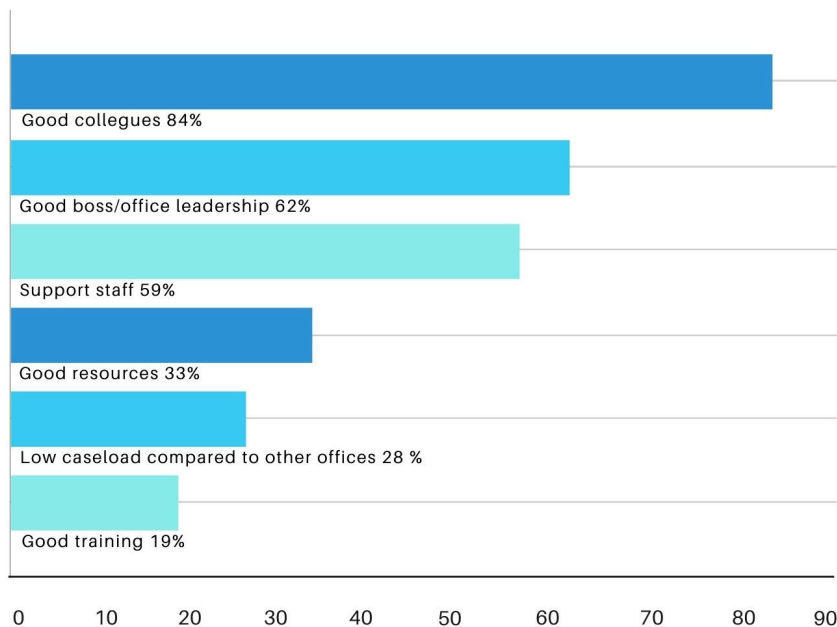
GENERAL OFFICE SUPPORTS

Two questions were asked about general supports within the employee's office.

The first question asked employees what supports are present now.

For this question, employees were allowed to check each answer that applied. Percentages reflected are a percentage of the 108 answering employees who selected a given answer.

Overall, about 84% reported having good colleagues, about 62% reported a good boss or other office leadership, and about 59% reported good support staff. The top three supports are the same as last year, but “good support staff” (61% in 2020) and “good boss or office leadership” (56% in 2020) have traded places in how responders ranked them.



**What
general
supports
do you
have in
your
office
now?**

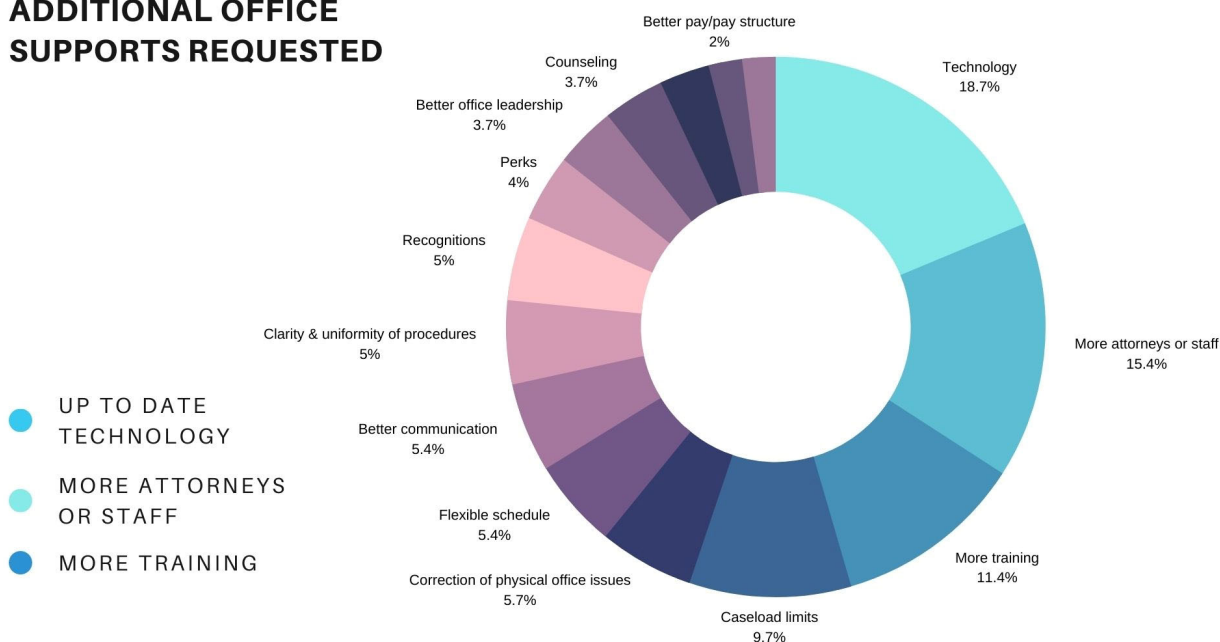
(Note: “Supplies, access to experts, technology, etc.” were listed as examples of good resources.)

The second question in this category asked employees what additional supports they would like to have.

For this question, employees were allowed to choose the three top contributors, which resulted in 299 answers total. The percentages below are

percentages of those 299 answers. This question specifically asked employees to set aside concerns related to Covid-19. The top answers were up-to-date technology (about 19%), more attorneys or staff (about 15%), more training (about 11%), and caseload limits (about 10%). Those numbers and their relative rankings have not changed much from 2020.

ADDITIONAL OFFICE SUPPORTS REQUESTED



(Note: Training included training on “substantive legal issues and/or trauma and stress”. “Gym memberships and massages” were listed as examples of perks. “Poor office furniture or dirty office” were given as examples of correction of physical office issues.)

IMPACT OF COVID-19 ON WELL-BEING

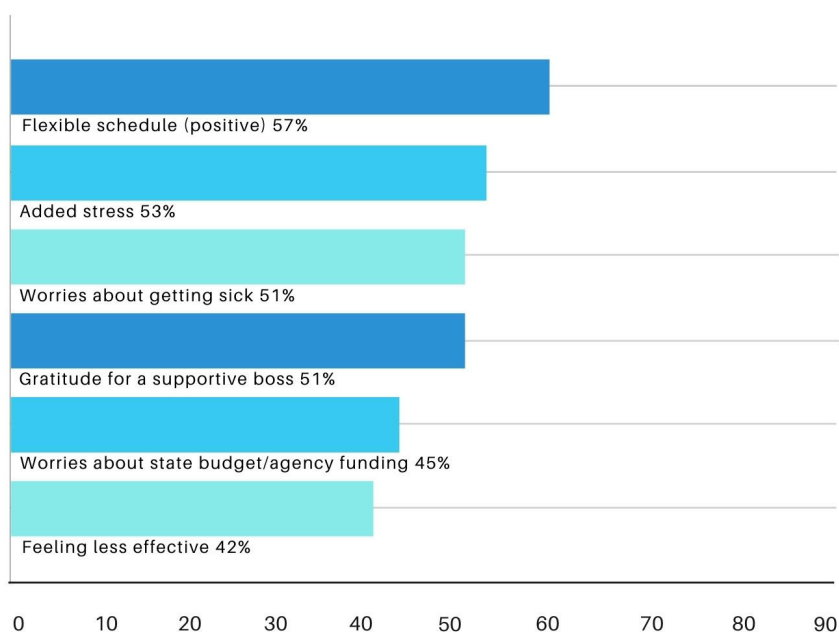
Two questions were asked about impacts on well-being specifically related to Covid-19.

The first asked employees what impact Covid-19 has had on the employee's well-being.

For this question, employees were allowed to check each answer that applied. Percentages reflected are a percentage of the 107 answering employees who selected a given answer.

Notably, not all impacts of Covid-19 have been negative. For example, a large percentage of employees (57%) reported enjoying a more flexible schedule and the ability to work from home. It's also notable that some of the negative effects of Covid-19 have gone down significantly this year (*e.g.*, "added stress" and "worries about getting sick" have both gone down about 15% from 2020), while some of the positives have gone up a little (*e.g.*, "flexible schedule" is up almost 4% from 2020, and "gratitude for a supportive boss" is up about 6% from 2020).

The chart below sets out impacts reported by about 40% of responding employees or more. But there were other impacts reported by about 10-30% of responding employees that also seemed significant. Those are listed below the chart.



What impacts (positive & negative) has COVID-19 had on your well-being?

Other concerns:

- Less teamwork. (31.7%; down from 43% in 2020).
- Anxiety about visiting clients. (30.8%; down from 39% in 2020).
- More administrative tasks. (23.3%)
- Higher caseloads. (17.7%)
- Worries about an underlying health condition. (17.7%; down from 30% in 2020).
- Working from home (as a negative). (15.8%; down from 23% in 2020).
- Childcare issues. (12.1%; down from 20% in 2020).
- Worries about clients getting sick. (10.2%; down from 28% in 2020).

The second question in this category asked employees what additional supports they would like to have, specifically in light of Covid-19.

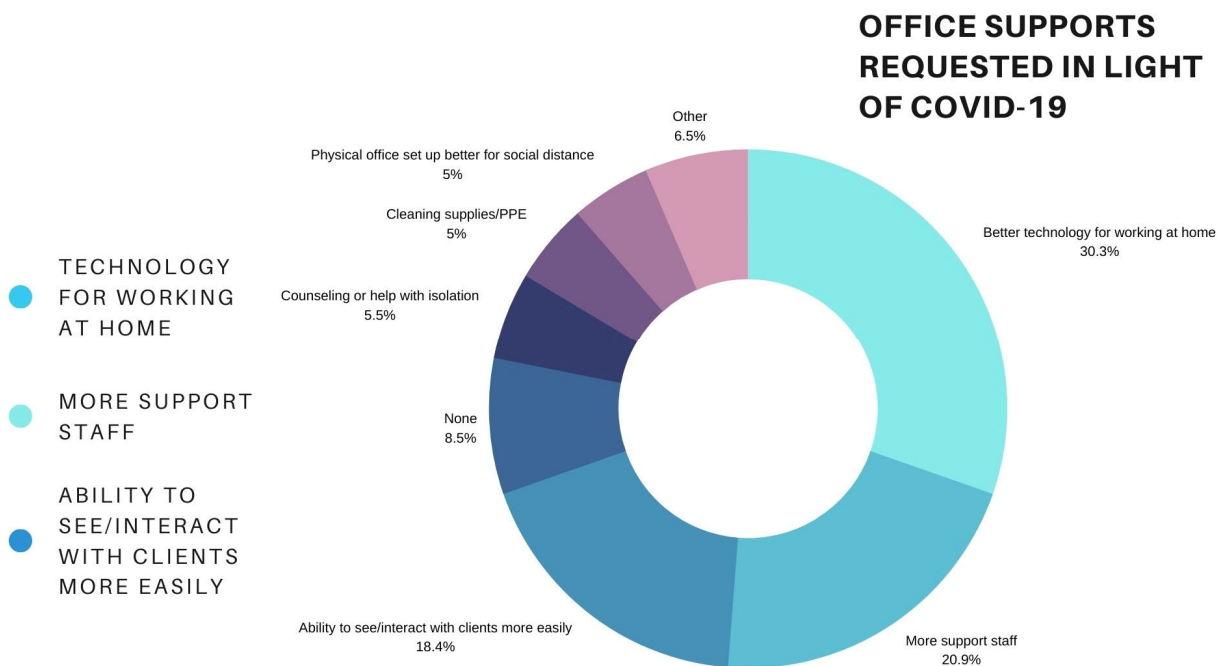
For this question, employees were allowed to choose the three top supports they would like to see, which resulted in 201 answers total. The percentages below are percentages of those 201 answers.

Technology for working at home was listed more than anything else as a support people would like to have in light of Covid-19, and by almost the

same percentage as in 2020. It was requested in about 30% of the answers. More support staff was requested in 21% of answers (which is the biggest change from 2020, where only 12% of responses listed support staff), and the ability to see/interact with clients more easily was listed in 18% of answers.

Generally speaking, in 2021, employees were more concerned with things like being able to see their clients easily, and less concerned about cleaning, PPE, and social distancing measures than they were in 2020. This makes sense given that the 2020 survey was given relatively early in the pandemic when items like cleaning supplies and PPE were scarce.

Also of note, in the “other” section, one person said they wanted increased mask wearing in common areas of their office, but another person said they wanted the removal of all Covid-19 restrictions. While each of those answers was only given by one person, respectively, this could be a tricky thing to navigate as the pandemic waxes and wanes.



SETTING WELL-BEING PRIORITIES

In an attempt to ask employees to help focus agency priorities, employees were asked two final questions with regard to well-being.

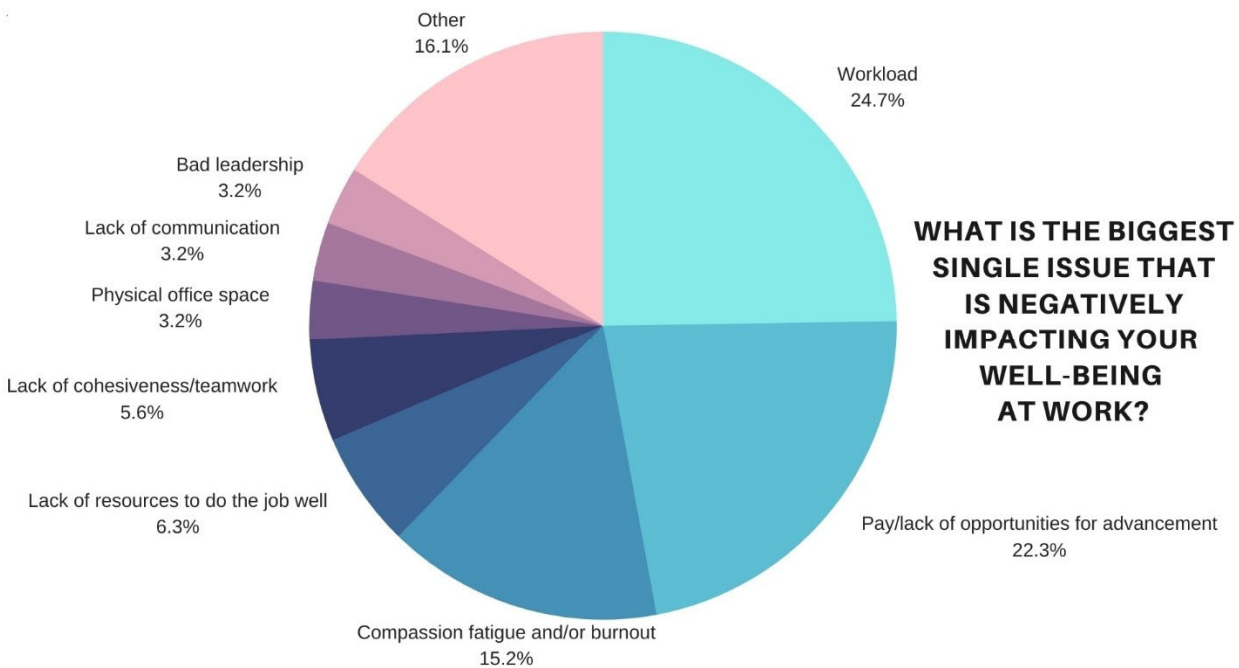
First, they were asked “What is the biggest single issue that is negatively impacting your well-being at work?” They were required to pick only one answer.

As can be seen from the 2020 chart vs. the 2021 chart below, workload (about 25%) and “pay/lack of opportunities for advancement” (about 22%) were employees’ biggest priorities by a significant margin in 2020. Only “compassion fatigue and/or burnout” (about 15%) came close.

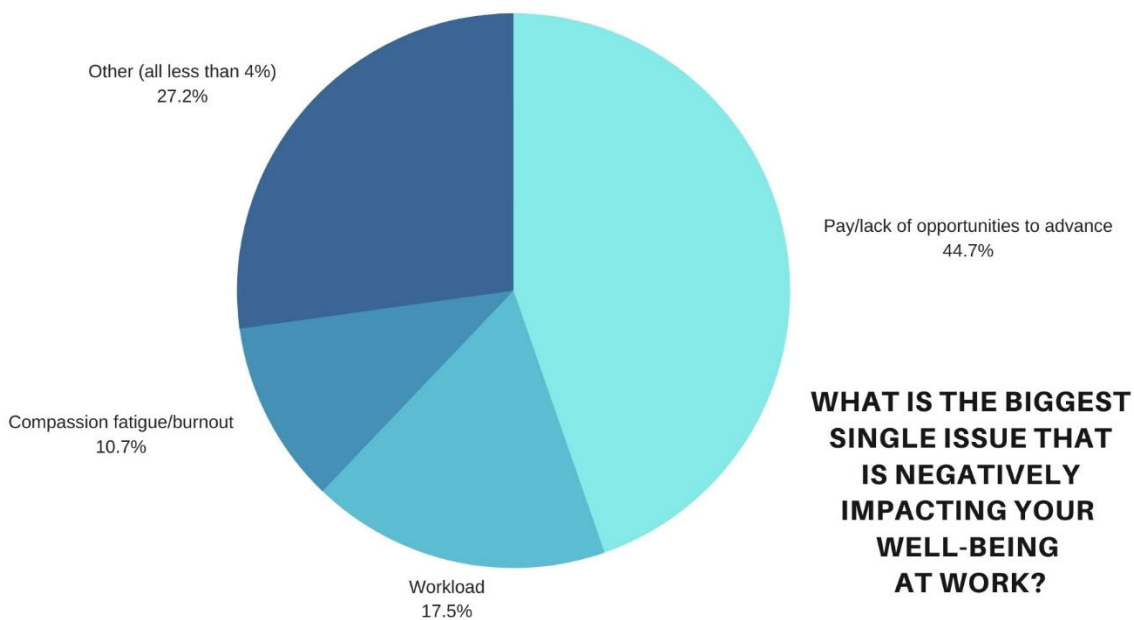
In 2021, however, pay and/or lack of opportunities for advancement doubled as the single biggest negative in working at BIDS. Workload (down about 7% from 2020) and burnout (down almost 5% from 2020) have improved some.

In future surveys, the BIDS Well-Being Committee feels it would be useful to break this question up based on the employee’s role and longevity with the agency (*e.g.*, support staff/attorneys/office leadership, 5 years or less/5-10 years/10 years or more). The Committee also feels it would be helpful to better probe the relationship between pay, workload, and burnout (*e.g.*, perhaps questions like, “How much would your pay have to increase to make you satisfied with your current workload?” and “How much would your workload have to decrease to make you satisfied with your current pay?”).

2020



2021



Second, employees were asked, “What is one low or no-cost thing that could be done immediately that would improve moral in your office?” Employees were allowed to give a narrative answer. The answers have been attached to this report as Appendix A, but some general themes can be drawn including:

- Employees are very dissatisfied that the legislature did not fund raises this year. Employees are particularly dissatisfied that assigned counsel got a raise in their hourly rate, but public defenders and staff did not get raises. Employees felt that this was unfair, and it caused them to question the priorities of the BIDS Executive Director. Employees felt that the general lack of a pay scale within BIDS is unfair, and gives attorneys incentive to leave rather than being loyal employees.
- Employees would like more recognition for excellent work or going above and beyond their normal job duties. This included both more formal recognition (*e.g.*, agency-wide awards) as well as informal recognition (*e.g.*, “dismissal doughnuts”).
- Employees would like caseload limits and/or limits on how many high-level cases an attorney has at one time.
- Employees would like more flexible schedules or more freedom to work from home.
- Employees would like better communication and more clarity about procedures, both from the Administrative Office in Topeka and within their own offices.
- Employees would like access to better technology (*e.g.*, redaction software).
- Employees would like more opportunities for training and mentorship.
- Some employees noted improvements from this time last year or were happy with their current work environment.

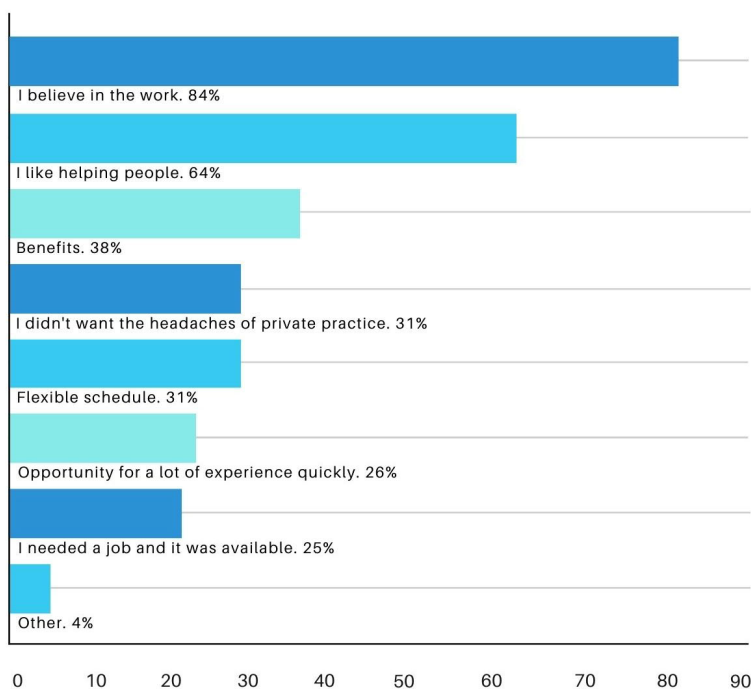
EMPLOYEE RETENTION

Five questions were asked regarding employee retention issues.

The first question asked why the employee chose to work in a public defender office.

For this question, employees were allowed to check each answer that applied. Percentages reflected are a percentage of the 108 answering employees who selected a given answer.

As in 2020, a large percentage of employees listed either “I believe in the work” or “I like helping people” as reasons they began work in a public defender office (about 84% and 63% respectively; in 2020 those numbers were 81% and 69%). The next most popular answers were benefits like health insurance and retirement (about 37%; down from 50% in 2020) and flexibility of schedule and an absence of the headaches one would normally have in private practice (about 31% each; down from 42% and 35% in 2020, respectively).



Why did you choose to work in a public defender office?

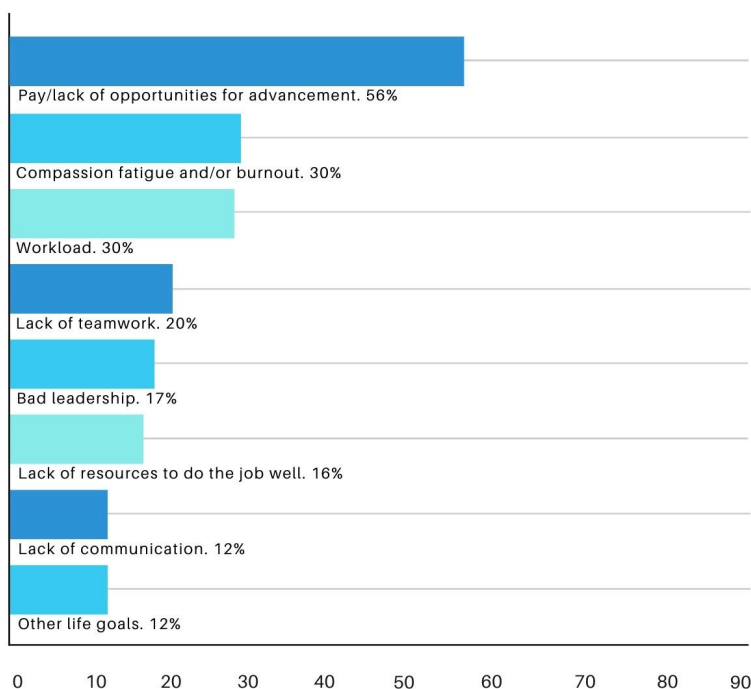
(Note: “Billing hours and recruiting clients” were given as examples of headaches that come with being a private attorney or working for a private attorney.)

The second and third questions in this category asked employees if they've thought about leaving the public defender office in the last year, and, if so, why.

There were 108 responses to this question. *Sixty-two percent* of employees who responded (about 67 employees) reported that they *have* considered leaving the public defender office in the past year (up from 55% in 2020). *Thirty-eight percent* of the employees who responded (about 41 employees) reported that they *have not* considered leaving the public defender office in the past year.

The 67 employees who reported that they had considered leaving were asked the follow-up question: "Why were you considering leaving?" There were 67 responses to this question.

Employees were allowed to check each answer that applied. Percentages reflected are a percentage of the 67 answering employees who selected a given answer. (For space reasons, this chart only lists answers that were given by more than 12% of this group, but significantly, 11% also listed "lack of support from staff" as a reason they were thinking of leaving.)



Why were you thinking about leaving the public defender officer?

(Note: "Office supplies, experts, etc." were listed as examples of lack of resources to do the job well.)

Following trends seen in other questions, pay/lack of opportunities for advancement is the largest issue by quite a bit, which was also true in 2020 (although in 2020, 64% answered pay, so this year's 56% is a decrease overall). As with last year, "compassion fatigue/burnout" and "workload" came in second and third (although last year those issues were at 46% and 43% respectively, so both have also gone down as a total percentage).

The fourth and fifth questions in this category asked employees if they see themselves working in a Kansas public defender office in 10 years, and, if not, why.

There were 108 responses to this question. *Twenty percent* of employees who responded (about 22 employees) reported that they *do not* see themselves working in a Kansas public defender office in 10 years. *Twenty-two percent* of employees who responded (about 24 employees) reported that they *do* see themselves working in a Kansas public defender office in 10 years. *Fifty-seven percent* of employees who responded (about 62 employees) reported that they were *unsure* if they see themselves working in a Kansas public defender office in 10 years. Those numbers are very similar to where they were in 2020.

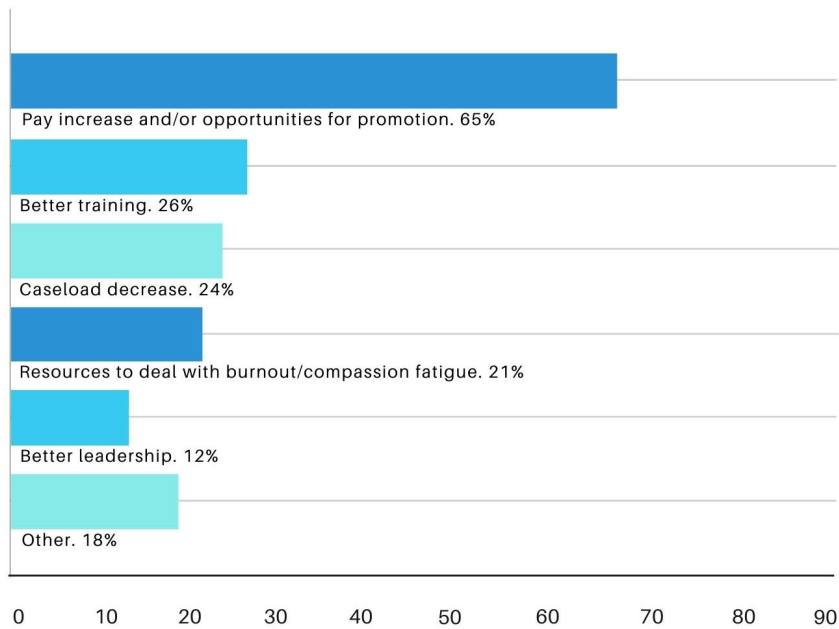
The 84 employees who reported either that they could not see themselves working at a Kansas public defender office in 10 years, or they were unsure, were asked the follow-up question: "What would have to change to make you want to stay?" There were 84 responses to this question.

Employees were allowed to check each answer that applied. Percentages reflected are a percentage of the 84 answering employees who selected a given answer. This chart only lists answers that were given by more than 10% of this group.

Overall, "pay increases and/or opportunities for promotion" (65%) was far ahead of anything else in factors that would make employees want to stay. Better training (26%), caseload decrease (24%) and resources to deal with burnout/compassion fatigue (21%) were all roughly tied for second place. Those numbers are proportionately similar to 2020.

As with the "single biggest negative factor" question above, in future surveys the BIDS Well-Being Committee feels it would be useful to break this question up based on the employee's role and longevity with the agency (e.g., support staff/attorneys/office leadership, 5 years or less/5-10 years/10 years or more). The Committee also feels it would be helpful to better probe the

relationship between pay, workload, and burnout (e.g., perhaps questions like, “How much would your pay have to increase to make you satisfied with your current workload?” and “How much would your workload have to decrease to make you satisfied with your current pay?”).



**What
would
have to
change to
make you
want to
stay?**

CONCLUSIONS

In summary, as in 2020, the positives are that BIDS employees are extremely mission driven, with 84% reporting they are here because they believe in the work, and 64% saying they are here because they like helping people. Further, employees seem to like their colleagues, and most feel at least somewhat supported by their leadership. While the gains are small, there have also been marginal improvements in employees' feelings about workload and burnout, which were two of the three biggest issues from the 2020 survey. While still present, employees' anxieties about Covid-19 have also mostly decreased from 2020.

But concerns about pay as a negative issue — both increases in pay and more fairness and transparency surrounding pay — have, literally, doubled since this time in 2020. In addition to the basic economic issue that BIDS employees need to be able to support themselves and their families, the resentment surrounding pay is hurting morale and, likely, retention.

As one employee forcefully said, “The biggest barrier to office morale is fairness. Things are not fair. BIDS does not reward loyalty in any way whatsoever. Leaving BIDS and coming back is the only way to get a meaningful raise. BIDS needs to stop doing this because it creates hostility for the people who take advantage of the situation by doing that.... It did not go unnoticed that the legislature denied raises for current employees, yet granted money for more staff and higher rates for private counsel. The message that sends to current employees is that the Director fought harder for people who don't work for BIDS than for the people currently on the payroll.”

The Director, the Board of Indigents' Defense Services, and the Legislature should make raises and an equitable pay scale a priority in order to ensure that BIDS can retain good attorneys and staff, and citizens of Kansas who are accused of crimes receive the quality of defense they are entitled to under our state and federal constitutions.

APPENDIX A

Narrative answers to the question: “What is one low or no-cost thing that could be done immediately that would improve morale in your office?”

(Reprinted as direct quotes with all original language and punctuation.)

More recognition of accomplishments by attorneys; my bosses are supportive, but sometimes I feel like cranking cases through is more important than doing the best possible job on every case, especially if doing your best takes longer. Even if it is permitted that you take the time to do your best, it's not encouraged or rewarded. This sometimes makes my work feel invisible and undervalued.

Also, I try to volunteer to do things to better the office or agency. But my Chief would prefer I didn't if it impacts my caseload. I feel torn then because I feel like part of being good at my job includes the extras. And I believe those things should be encouraged or rewarded. For example, presenting a CLE for BIDS.

Morale in my office is at an all time high because of a new boss, and her working to make us all interact and brainstorm together. This is the best office environment I have had during my 20+ years with BIDS because of changes from Admin, and in our office.

getting rid of the one colleague that is terrible at her job and a terrible person. Everyone hates her because she is incompetent and a jerk, but somehow she has her job and gets away with being terrible. New employees have to be warned because she is lazy and a bully. Other offices even hate her. She is the worst part of this job and it is to the point that I am looking for other work since nothing even happens when complaints are made.

Agency-wide awards / recognition for excellent work

Reduce my caseload

Recurring recognition with opportunities to receive rewards: I.e. Employee of the Week Parking spot, Dismissal Donuts, Annual recognition of the PDs by SBIDS, STATE-WIDE GALA FOR PDs, better State-wide communication between offices could be accomplished by just making it a point to have offices travel between one another to meet each other.

We're a pretty happy bunch.

better commutation within the office

Weekly or at least office-wide meetings maybe.

Allow support staff to work from home 2 to 3 days per week & allow more time to be made up in the pay period--up to 8 hours. This would greatly improve morale and would cost nothing!!!

Reduce case loads

The ability to work from home

Regular Office Meetings that included everyone...

Recognize length of service and significant accomplishments

a pay scale like the prosecutors have. Every year 2k more a year. I'm on my fifth year and I know plenty of people fresh out of law school making over 80k.

More transparency from Topeka on legislative priorities. We can't fill the open positions we have; we are still losing people faster than we can hire. More open positions will not solve our problems. Why Topeka chose to prioritize putting more empty, unfillable desks in offices instead of investing in the people already here is beyond me. Plus the additional slap in the face of getting non-BIDS appointed counsel a raise? It's like you want us all to quit and go private. It would cost you nothing to explain to us why your top priorities in Topeka seem to be everyone except the employees you already have. I mean, if you want us all to quit to replace us with new blood, just say so.

Better communication about expectations and each person's role/responsibilities

flexible work schedule

The biggest barrier to office morale is fairness. Things are not fair. BIDS does not reward loyalty in any way whatsoever. Leaving BIDS and

coming back is the only way to get a meaningful raise. BIDS needs to stop doing this because it creates hostility for the people who take advantage of the situation by doing that. There was talk of establishing a pay scale, but in true BIDS fashion, it never happened. It wouldn't cost money to establish the pay scale; however, Topeka is full of excuses as to why they won't do it. Therefore, morale remains low and office activities don't help that. Additionally, the Chief and Deputies should be the ones who plan office morale activities; however in my office the Chief and Deputy don't do much at all. We don't have meetings and we are not a cohesive unit. BIDS needs to work on their policies and until they do they will continue to lose quality, experienced attorneys. Recently at one of the lunch zoom meetings it was stated by the Director that if workers wanted a pay scale or more money then they "needed to make the tough decision" and leave BIDS. If the Director says that then there is clearly no hope for anyone to advance in this agency. It did not go unnoticed that the legislature denied raises for current employees, yet granted money for more staff and higher rates for private counsel. The message that sends to current employees is that the Director fought harder for people who don't work for BIDS than for the people currently on the payroll. So if BIDS is serious about improving office morale, work to become fair and fight harder for the employees.

Ability to work from home on occasion

meaningful training on substantive issues and everyone having a day to reconnect with each other and relieve stress

Make the leaders in our office accountable.

Doughnuts?

More/better organization and communication between support staff and between support staff and attorneys.

Limit the number of high level cases to 3 or less, and to fire the trouble makers who are constantly causing problems behind the scenes, despite trying to portray a public image of helping. It's been the same two people for years and everyone here knows it. Just fix the problems.

More recognition of accomplishments/celebrations.

Another attorney to spread caseload

the realization that there is more than one person in the office that is important. To recognize all employees as important.

I don't know.

Get a new fridge and clean up the common areas.

Wage increase

A breakroom to eat lunch with coworkers.

Work from home one day a week

WiFi & faster internet speeds

cleaning once a month

Keep the air temperature consistent!!!

Atta-Boy Recognition from the Top, could be an ALL Employee email, pick 2-3 employees a month (1 attorney, 2 Support staff). \$5.00 coffee gift cards, or \$5.00 Subway gift card, or a Kansas notepad & pen, acknowledge that someone is watching & aware of US!

a training jury trial - shadow a PD or appointed atty to observe and learn at trial

More social events like we did before COVID

Better, more cohesive, communication from the leadership in my office.

Recognition and celebration of victories (whatever they look like)

More work-from-home flexibility.

Caseload limit.

Outside of the office get together to increase team cohesion

Better leadership, support from higher ups when complaints are made rather than being called "disgruntled" employees

Better legal software

Nothing at the moment!

require more one on one mentoring/coaching/shadowing from senior attorneys

Reduce case-load; give offices a scheduled day for morale-boosting, fun activities without worrying about court/deadlines

support staff raises like a \$3.50 per hour raise for hourly workers--NOT ATTORNEYS

I have turned in one of these already but I forgot to put that a wonderful no cost area to improve morale would be to make 10 hour days,

four days a week (40 hours) w/1 day off. Not everyone would want to do this, but I think it would be a great morale booster!!!

Realization that ALL in the office make a significant contribution.

Not sure

A pizza party from the top!

I wanted to add to my previous entry. Paralegals need a redaction program. I am the only one that has one (and it is not the full version). We should all have the same thing. We do a TREMENDOUS amount of redaction and should have the proper software to do so. We need one that we can put security on so that we can email to clients (out of custody) without wasting paper. Please, please make this happen!!! Thank you so much!!!!

\$ from legislature

I am not sure if this is no cost, but I've heard other offices have clients who can call securely from the jail to their PD. this would be extremely helpful to have all over. Provis is soooo slow, whether by video visit or by in person, and I waste a lot of time just waiting on them to bring my client. it would be so nice to be able to pick up the phone and update my clients.

Communication agency wide,

Cleaning

Unknown

Not sure...

I don't think a no-cost thing would improve morale in this office like a raise would! We need raises.

Pinatas

Walls that weren't hideously ugly, possibly? Can I paint them? Also, bacon. Random days where people put cooked bacon on the desk of people before they get in. That would be a pleasant surprise and a good tradition to start.

Allowing work from home flexibility.

It seems BIDS finds money for the private bar, so this question feels like a slap in the face.

working with the court and the district attorneys office to address issues

We get too many high level cases and we do not have attorneys experienced enough to handle them. Our experienced attorneys are leaving because the case load for them is too high. They can't effectively represent all of their clients. It is stressful watching the experienced people leave (also they are my support system) knowing that I will just be getting even more high level cases because we will have even fewer experienced attorneys. Our new hires have all been inexperienced. This makes me want to leave because I won't be able to handle the high level cases coming my way. I am considering leaving.
