

## Focus Area #1: Worker Retention, Recruitment, and Satisfaction

*Note: This is the final report for this priority focus area. Work on this focus area may resume in the future when staff capacity allows at the State office and when agency funding stabilizes.*

Goal #1	Baseline	Process Measure	Date Due/ Completed	Quarterly Progress
<b>Strengthen retention and recruitment practices to maintain or increase the percentage of workers remaining employed with Child and Family Services.</b>	85.4%/yr. caseworkers 87.2%/yr. supervisors	85.4% or more of caseworkers remain per year 87.2%/yr or more of supervisors remain per year	August annually- Completed for FY09.	See specific activities below. Completed for FY09. Met goal for supervisors again at 90% remaining, but did not meet goal for caseworkers with 83.8% remaining. It should be noted that due to economic conditions turnover has decreased.
1. Analyze information from ongoing exit surveys of departing staff to evaluate worker reasons for leaving.		Summary of exit surveys	Feb 2008 - <b>Completed</b>	Completed/available on the web.
2. Create a pay plan for DCFS workers to present to the Department and legislature that reflects the need for career ladder increases and promotions.		Written plan	TBD	With continuing impact of the economy and potential for further budget cuts, it is not feasible to pursue this objective at the current time.
3. Track employee turnover rates and analyze trends.		Written report	August annually – Completed FY09	Turnover analysis for FY09 has been completed. Total staff turnover is approximately 16%, caseworker turnover was 16% and supervisor was 10%.
4. Explore enhanced supports for workers, such as support during early years of employment, positive reinforcement strategies for workers based on longevity, and support for traumatic stress related to child welfare work.		Initial design to address support issues  Written progress reports	Oct 2008  Quarterly	Peer support program was implemented statewide in December 2008.  We are currently exploring how to continue funding employee recognition through QIC committees using Federal grant funds.
5. Improve recruitment practices by gathering and evaluating existing recruitment and pre-screening methods and working with Human Resources to implement more effective recruitment		Recommendations to HR  Field testing prescreening tools	July 2009  Oct 2009	Recommendations have been developed for improve the hiring process by implementing use of a realistic job preview video from Colorado and implementing a pre-hiring child welfare

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processes. <i>(Amended)</i>		Final implementation	Jan 2010	aptitude/affinity test. HR has given their approval. Recommendations will be presented to the mid-manager team and statewide administrative team by December 2009, with a goal to implement during the first quarter of 2010.
<b>Goal #2</b>	<b>Baseline</b>	<b>Process Measure</b>	<b>Date Due</b>	
<b>Explore and develop strategies to minimize negative impact on clients and workers resulting from worker turnover or temporary absence.</b>	No baseline information available. <i>(Repeated comment in Dept survey.)</i>	New feedback measures from workers	TBD	This work activity has not been initiated. Staff cuts have impacted our ability to continue with this initiative at this time. This project will be reviewed again at a future date to be determined.
1. Identify current practices pertaining to worker coverage at times of turnover or absence, and obtain input regarding specific types of negative impact and ideas for how to minimize through methods such as survey or focus groups.		Written report	TBD	This work activity has not been initiated.
2. Evaluate ideas and practices and research literature to identify strategies to minimize negative impact. Develop pilot proposals.		Pilot proposals considered by administrative team	TBD	This work activity has not been initiated.
3. As practicable, pilot strategies on local teams, analyze results, and develop final recommendations.		Written report	TBD	This work activity has not been initiated.
<b>Goal #3</b>	<b>Baseline</b>	<b>Process Measure</b>	<b>Date Due</b>	<b>Quarterly Progress</b>
<b>Maintain or increase employee satisfaction.</b>	<b>84%</b>	<b>84% or higher reported in DHS employee survey</b>	<b>Next DHS survey, approx. Jan 2009</b>	See specific activities below.
1. Formalize communication methods both		Written methods	April 2009 -	The communication plan is complete.

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<p>vertically and horizontally in DCFS and develop and implement methods to increase workers' ability to share in organizational policy and decision-making. Test effectiveness of methods in completing work activities for Goal 2 Activity 1 and Goal 3 Activity 3, evaluate and establish final recommendations.</p>		<p>Effectiveness tested</p>	<p>Completed Sep 2009 (2.1) and Dec 2009 (3.3)</p>	<p>Modifications were made based on feedback from the first release. The communication strategies will be added to administrative guidelines by January 2010.</p>
<p>2. Clarify policies and identify resources available for employee recognition activities and incentives. Provide information to regions on recognition and incentive policies and resources.</p>		<p>-Administrative Guidelines -Child Welfare Update -Summary distributed</p>	<p>June 2008 <b>Completed</b></p>	<p>Use of funding for recognition and incentives has been discontinued at this time. We are exploring feasibility of using a limited amount of Federal grant funds for this purpose, when consistent with the grant purpose. Formal recognition is very limited at this time. The Department will allow QIC's to continue this in the regions if Federal funding can be identified.</p>
<p>3. Assess ways workload can be reduced or streamlined, such as exploring the possibility of establishing parameters for case types in which we will no longer intervene (e.g. delinquent, out of home perpetrators when there is no risk, mental health issues, etc.) and ability to eliminate day to day worker tasks. Do this by gathering and evaluating initial worker level feedback, analyzing system requirements such as laws, guidelines, MIS requirements, and recommending changes. Also, develop a process for ongoing organizational operations review to streamline workload.</p>		<p>System analysis and proposals  Ongoing review process defined and initiated</p>	<p>Sep 2009  Dec 2009</p>	<p>Comprehensive analysis has continued throughout the quarter for all screens and fields in SAFE to determine if any elements can be eliminated to free up time for caseworkers for client-specific work.</p>