

# 2016 State Roundtable Report



## Caseworker Retention Workgroup



### Co-Chairpersons

Honorable Linda Cordaro  
Court of Common Pleas of  
Fayette County

Shara Saveikis, Executive Director  
Westmoreland County  
Children's Bureau

Dear Members of the State Roundtable,

With your unanimous approval, the Caseworker Retention Workgroup was created to examine the issue of staff turnover in child welfare. As co-chairs, we are honored to lead this charge and be in the forefront of developing sound solutions for this national issue that plagues child welfare.

Over the past year, an impressive, ambitious group of 38 professionals convened with the commitment to further analyze staff turnover. Our workgroup met in person for five months, in order to gain a better understanding of the following three topics; state and national perspectives, impact of caseworker retention and current statewide efforts.

We have worked diligently in thoroughly examining the issue and its negative implications and are proud to present you with our recommendations.

Sincerely,

Honorable Linda Cordaro, Co-Chair  
Court of Common Pleas of  
Fayette County

Shara Saveikis, Co-Chair  
Executive Director  
Westmoreland County Children's Bureau

## **Caseworker Retention Workgroup**

### **Co-Chairs**

Honorable Linda Cordaro  
Court of Common Pleas of Fayette County

Shara Saveikis, Executive Director  
Westmoreland County Children's Bureau

### **Members**

Brian Bornman, Esquire  
*Executive Director  
Pennsylvania Children and Youth  
Administrators Association*

Mike Byers, Director  
*Child Welfare Resource Center  
University of Pittsburgh*

Dr. Helen Cahalane  
*Principle Investigator  
Child Welfare Education and Research  
University of Pittsburgh*

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*Regional Director  
Justice Works Youth Care*

Sue Cohick, Administrator  
*Adams County Children and Youth*

Lindsay Cooper  
*Intake Supervisor/Program Specialist  
Bucks County Children and Youth*

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*Managing Attorney  
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*Fayette County Children and Youth*

Diane Ellis-Marseglia  
*Bucks County Commissioner*

Shannon Fisher  
*Casework Supervisor  
Snyder County Children and Youth*

Lisa Ford  
*Manager of Business Operations  
Allegheny County Children, Youth and  
Families*

Ashley Gehrdes  
*Program Specialist  
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Shiloh Hagerty  
*Caseworker  
Cumberland County Children and Youth*

Kristen Hamilton, Esquire  
*Guardian ad Litem  
Franklin County*

Luann Hartman, Administrator  
*Venango County Children and Youth*

George Hartwick, III  
*Dauphin County Commissioner*

Sheri Irvis-Hill, Regional Supervisor  
*Office of Children, Youth and Families*  
*Department of Human Services*

Cheneta Johns, Representative I  
*Department of Human Services*

Jessica Laspino, Executive Director  
*Court Appointed Special Advocate*  
*Lancaster County*

Brenda Lawrence, Administrator  
*Statewide Adoption Network*

Deb Maccariella  
*Human Services Deputy Director*  
*Chester County*

Larry Maggi  
*Washington County Commissioner*

Honorable Robert Mellon  
*Court of Common Pleas of Bucks County*

Michelle Miller  
*Director Human Resources*  
*Adams County*

Crystal Minnier  
*Ongoing Services Caseworker*  
*Lycoming County*

Honorable Jennifer Lynne Rogers  
*Court of Common Pleas of Luzerne County*

Casie Rockey, Supervisor  
*Centre County Children and Youth*

David Schwille, Director  
*Luzerne County Children and Youth*

Gretchen Sidler  
*Placement Administrator*  
*Delaware County Children and Youth*

Rick Steele,  
*Juvenile Court Judges Commission*

Cathy Utz, Deputy Secretary  
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Cathy Volponi, Esquire, Director  
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*Sullivan County Children and Youth*

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**Administrative Office of Pennsylvania  
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## **Caseworker Retention and Its Impact on Permanency**

When caseworkers enter the child welfare field, most will say it is because they want to help or make a difference in the lives of others. Often, they are not prepared for the emotional toll or vicarious trauma experienced through detailed accounts of child abuse and neglect. Caseworkers who lack the education and training, who carry caseloads that are too high to manage, who struggle with the impact on their personal lives and who lack the organizational structure or necessary supervisory support, often become overwhelmed and leave their jobs. When this happens, the impression on all parties involved is not easily erased.

Over the past few years, discussions regarding the impact caseworker retention has on child permanency have occurred at Local Children's Roundtables and Leadership Roundtables across Pennsylvania. In May 2015, the State Roundtable concluded the level of concern over this issue warranted enough concern to convene a Workgroup. As such, The Caseworker Retention Workgroup was convened. Over the past year, an impressive thirty-eight (38) professionals representing Dependency Court, Child Welfare, County and State entities, met to examine the issue further. These professionals included:

- Judges
- County Commissioners
- Department of Human Services
- Child Welfare Administrators
- Child Welfare Professionals
- Dependency Attorneys
- Pennsylvania Children and Youth Administrators Association
- University of Pittsburgh School of Social Work
- University of Pittsburgh Child Welfare Resource Center
- Juvenile Court Judges Commission
- Statewide Adoption Network
- Court Appointed Special Advocates (CASA)
- County Service Providers

The Workgroup met for five months in person, gaining a better understanding of the following topics, which were examined over the past year:

### **I. State and National perspectives**

### **II. Impact of caseworker retention**

### **III. Current Statewide Efforts**

This report contains the collective knowledge, expertise and experience of the Caseworker Retention Workgroup members who, despite the differences in their professional role, are strongly committed and individually affected by the impact this issue has on their own work

and the lives of children and families. Furthermore, membership includes 20 counties who collectively oversee 70% of the children in out of home care. We can make a difference!

**2016 CPCMS data showed a permanency goal for 14,243 children in out of home placement - this Workgroup represents 9,970 of those children**

## **I. State and National Perspective**

The Workgroup is fortunate to have Dr. Helen Cahalane among its members. Dr. Cahalane is the Principle Investigator for Child Welfare Education and Research at the University of Pittsburgh. In her role, Dr. Cahalane is directly responsible for the oversight of Child Welfare Education in Pennsylvania, including the Child Welfare Resource Center and both of Pennsylvania's Title IV-E Education Programs:

- Child Welfare Education for Leadership (CWEL) commenced 1995
- Child Welfare Education for Baccalaureates (CWEB) commenced 2001

Pennsylvania has the second largest child welfare education system in the country, second only to the state of California. Dr. Cahalane also serves on national committees focusing on child welfare workforce retention. Dr. Cahalane, along with Mike Byers, Director of the Child Welfare Resource Center, provided a national and statewide presentation to the entire Workgroup on November 16, 2015. The Workgroup used the national and statewide information as a frame and foundation as we gathered additional information throughout the past year. The presentation provided the following information on state and national data:

### **State:**

- Since its inception 10 years ago, Pennsylvania had 1,224 CWEL graduates
- 22 counties have either an Administrator or Assistant Administrator who graduated from the IV-E CWEB or CWEL program
- Pennsylvania studies have shown key factors impacting retention include **job satisfaction, emotional exhaustion** and **personal accomplishment**
- Pennsylvania retention studies showed that for every 4.4 year increase in seniority, the likelihood of leaving is reduced by 26%

### **National:**

- Less than 1/3 of child welfare staff have a formal social work education
- Annual child welfare turnover rate is between 30% - 40%
- Average child welfare worker tenure is less than 2 years
- Many child welfare supervisors have only 3 years of experience

- Average caseload size is 24-31 cases \*Child Welfare League of America recommends 12-15 cases
- 80% of casework time is spent in court, arranging for services and supports, searching for relatives, completing paperwork, meeting with supervisors and planning transportation
- A New York study showed that those in low turnover systems spent more time per week in direct services
- Both organizational and personal factors impact retention

A complete copy of Dr. Cahalane and Mike Byer's power point can be found at the end of this report under *APPENDIX I*.

## **Current data**

Each year, Child Welfare Administrators in Pennsylvania report their staff compliment in the Needs Based Plan and Budget. Workgroup Child Welfare Administrators took the lead in developing a set of questions that was sent to all Child Welfare administrators across the state, in order to gather the most current point in time data on caseworker retention. Workgroup Child Welfare administrators then directly contacted counties to obtain any missing data. During fiscal year 14/15 many counties experienced an increase in staff turnover, both in direct service staff and overall agency staff. The caseworker turnover data and graphs outlined in *APPENDIX II, III AND IV*, differentiate turnover for both, categorized by class size. While this data provides raw numbers, the Workgroup determined that further data was needed in order to draw more accurate conclusions. Over the summer 2016, Administrators on the Workgroup plan to reach out to their colleagues for additional information, including:

- Why did the staff leave (i.e. retirement, promotion, resignation, firing)?
- What were the years of experience of those who left?
- Can we separate out new staff turnover from experienced staff turnover?
- Are we able to pull data over a period of time to determine trends?
- What was the caseload size at the time they left the agency?
- Was an exit interview conducted?

The Workgroup hopes to gather enough information to determine why some counties, who experience the same systemic changes, have fewer turnover rates than others.

## **II. Impact of Caseworker Retention**

Initially thought to be an issue primarily affecting child welfare, the Workgroup soon validated the 2015 SRT members' belief that caseworker retention affects multiple partners throughout the state. One of the first Workgroup activities was to sub-divide into

professional groupings (i.e. court, agency, county and state) to discuss/examine how their respective professions were impacted by caseworker retention.

**“We don’t let a rookie cop go to a scene by themselves” ~ Dependency Judge**

### **Impact to the Court**

- New caseworkers are not skilled at testifying so information presented becomes lower quality, and it may take longer to elicit necessary testimony
- Increased continuances because new caseworker does not have either the knowledge or the information needed during the hearing. Continuances may lead to children staying in care longer, which delays permanency
- Increased continuances because a newer caseworker has to attend a mandatory core training
- Frustration from Judges who feel they know more about the case than the caseworker because the Judge has been “on the case” longer, as a result, the Judge is not getting new information to make specific findings
- New caseworkers are less likely to present creative solutions
- New caseworkers overreact because situations are unfamiliar (i.e. dishes in the sink versus deplorable house)
- Increase in early reviews because the Judge feels the need to keep checking on the status with a newer caseworker, which fills up the court docket more quickly
- Judges expressed not seeing thorough decision making by new caseworkers
- Judges struggle with having to make findings of no Reasonable Efforts, when they understand the challenges facing the agency due to high turnover

**“We as Judges need to manage courtroom hostility toward caseworkers”  
~ Dependency Judge**



### **Impact to the Child Welfare Agency**

- Turnover creates a ripple effect that keeps perpetuating at times (caseworker leaves, which results in increased workload for other caseworkers, which results in more resignations)
- Increase in liability with less experienced staff
- Delay in being able to assign a case to a new caseworker because of training delays and ability requirements, and someone else has to maintain additional cases
- Decrease in morale
- Cost of training a new caseworker
- Less experienced caseworker responsible for safety of a child
- Increase in paperwork
- Decrease in workplace pride
- Casework Supervisors have to be in court more often, which pulls them away

### **Impact to the County Commissioners and State**

- Increase in cost and liability to the county
- Cost of training an employee only to have them leave a few months later
- The impact to the Needs Based Plan and Budget (both for the county and state as a whole)
- Impact to federal dollars if federal reviews discover less than adequate practices
- Negative publicity affects the perception of the whole county not just the agency
- Increase in complaints to the Commissioners
- Impact on other county agencies when additional money has to be shifted to Children and Youth
- Civil Service challenges in filling positions with qualified staff
- Veterans preference can sometimes leave a child welfare agency with an unqualified employee.

**“It’s like Groundhog Day for these families” ~ County Commissioner**

**“I missed my team trip to Florida because my case changed caseworkers and the required paperwork did not get submitted to the court in time”  
~Former Older Youth**

### **Impact to Children and Families**

- Having to relive the trauma by telling their story over and over again.
- Delays in reunification
- Delays in case progression
- Older Youth not being able to participate in activities because a case is in process of transferring to another caseworker; therefore, required paperwork approval sits unattended
- Information getting lost in translation or lost completely
- Delays due to newer caseworker's time required to familiarize themselves with the case
- A new caseworker taking a different approach to the case, which requires children and parents to have to learn the rules all over
- New caseworkers are not as familiar with all of the available services and practices so families tend to get “cookie cutter services” rather than creative options catered to their specific need
- Delays in a family sharing their needs and struggles with someone unfamiliar...relationships take time to grow

## **Fiscal Implications**

- No Reasonable Efforts granted, which prevent counties from receiving Federal IVE funding to off-set the cost of the child's placement, therefore, increasing county/state costs
- Cost of training and Orientation
- Cost of increased use of health care due to physical and emotional conditions resulting from stress
- Use of sick time
- Increase in use of Family Medical Leave Act (FMLA)
- Increase in use of Employee Assistance Program (EAP)
- Cost of court appeals due to inadequate casework
- Increase in out of home placements because of premature reactions and lack of awareness of alternative solutions
- Children being left in unsafe situations because of the lack of skill to determine safety
- Increase in outsourcing and purchasing ineffective services, which leads to unnecessary spending
- Lack of skilled assessment = inability to connect family to best service
- Decrease in experience = less efficiency = longer case life = greater spending
- Increase in cost of overtime as employees absorb additional cases from those leaving and need more time in the day to complete the requirements. County ends up paying more at time and a half than if a caseworker was there being paid straight salary

It was important to the Workgroup to hear multiple perspectives from those most affected by caseworker retention; therefore, the Workgroup heard from 2 caseworkers and an older youth. The caseworkers talked about the overwhelming volume of work and how decreasing caseloads would help. The Department of Human Services is currently working on a plan for caseload reduction through their 3131 Workgroup. In addition, the Pennsylvania Children and Youth Administrators Association has partnered with Penn State University in an effort to determine how to "weigh" cases to determine appropriate caseload size. The Workgroup will participate, as requested, in both of these efforts. In addition to decreased caseloads, both caseworkers identified job flexibility as a positive aspect but both also reported that it is often impossible to take advantage of this flexibility due to the work demands of the next day.

Both caseworkers said that their supervisor played a very big role in their satisfaction at work. One caseworker experienced a very supportive and knowledgeable supervisor, while the other one expressed a complete lack of support and supervision over her cases. This had a direct influence on the caseworker leaving the agency.

There is also an impact to the caseworker's personal life. Caseworkers are required to see children in their homes or placement setting monthly. During school months, this requires a tremendous amount of evening work. Knowing the amount of work and requirements that wait the next day, the caseworker is often forced to complete documentation at home, after they have returned, just to "keep their head above the water." Caseworkers accepted that the job would require some evenings, but said that it has become almost every evening. One caseworker stated that "even when I am home, I'm not there. It's quantity, not quality with my family. I feed and bathe my kids, but have no time to sit down and play with them when I get back so late."

The other caseworker, who participated anonymously, shared how the turnover in her agency required her to absorb so much excess work that she was finally hospitalized for anxiety and panic. This caseworker was encouraged to speak with this Workgroup by an attorney, with whom she worked with who described her as an "excellent caseworker who was well respected by the agency and court." The attorney was troubled by how the caseworker's life was being affected stating "she was a 'type A' personality whose testimony and court preparation was near perfect until the work of others started to be piled on top of her." The caseworker eventually transferred to a neighboring county where turnover was not as high, organizational structure was more stable, management was more supportive, and she could continue doing the work she loves.

A former foster youth explained how caseworker turnover impacted her individual case. The delays that occurred with a change in caseworker resulted in missed opportunities. Teenagers particularly take a while to "warm up" to someone and trust them, which creates delays with case progression. There is great disappointment when a teenager has a strong connection with their caseworker, who then leaves. Their spark of hope shifts to fear in wondering how the new caseworker may perceive them. Stability of the caseworker leads to stability for the child and family.

**"If you are wondering why a teenager is acting closed off and struggling in the system, look at how many people have been in and out of their lives" ~Former Foster Youth**



### III. Current Statewide Efforts

While many counties are making individual efforts to retain staff by things such as caseworker appreciation days, reducing caseloads, enhancing supervisory skills, offering flexible schedules, using interns and offering “quiet time” for caseworkers to complete paperwork, the Workgroup identified two strategies that seem to be effective:

- **Stay Interviews: Tioga County**
- **Onboarding: Chester County**

#### Stay Interviews

Tioga County decided to take the approach of administering “stay interviews” for caseworkers who choose to remain in addition to exit interviews when someone leaves. While it was important to determine why employees were leaving, it was more important to figure out what they could do to make them “stay.” The Workgroup decided to create a stay interview and administer it through survey monkey statewide. Prior to administering the stay interview statewide, Workgroup members anonymously answered the questions. What was interesting is that Workgroup member responses were consistent with information gathered from state and national data. **Workgroup Stay Interview results** showed the following:

##### Top three things you like best about your job:

1. Ability to make an impact/difference
2. Colleagues and Flexibility (tied for second)
3. Supervisor

Treat all child dependency professionals with respect and dignity, establish clear expectations and standards for their performance, evaluate them regularly and compensate them appropriately.

*~Mission and Guiding Principles for Pennsylvania’s Child Dependency System*

##### Reasons you stay at your job:

1. Work is fulfilling
2. Colleagues and Flexibility (tied for second again)
3. Ability to make a change and Work Environment (tied for third)

##### Reasons you would leave your current position

1. Lack of pay
2. Disrespected by leadership
3. Stress

The Stay Interview survey was then sent to Administrators, who were asked to forward the survey link to their staff performing direct casework to children and families. Participants were asked to identify themselves only by their Leadership Roundtable. We received an impressive 1,357 responses. Questions asked include areas such as:

- What they like about their job
- Training needs
- Do they feel appreciated
- What causes the most stress
- Importance of their supervisor
- Impact of the job to their personal life
- What would make them stay

While some of the quantitative data can be easily read, a few questions (i.e. “in one word or one sentence, what makes a really good supervisor”) are qualitative and require additional analysis. In order to analyze the data and provide outcomes to the 2017 SRT, the Workgroup is partnering with the University of Pittsburgh, School of Social Work, who has graciously offered to use their skills and expertise to synthesize the data and provide to the Workgroup. While the Workgroup intends to provide a more analytical and concise set of recommendations to the 2017 State Roundtable, we were able to draw some preliminary conclusions from the quantitative data, including:

- 67% of the participants are a Caseworker II level of experience
- 70% of respondents answered that it was an “ability to make an impact on children and families” that make them want to stay, with colleagues (61%) and flexibility (54%) coming in second and third
- 70% of respondents answered that stress is the thing about their job that would make them want to leave
- A little less than half (47%) did not feel appreciated or valued in their job
- 90% said that their direct supervisor was either important (46%) or extremely important (44%)
- When asked how stressful it was going to court, 61% said sometimes stressful and 29% said always stressful
- 67% said that their own family life was affected either frequently (49%) or always (17%)
- 69% of caseworkers reported having a self-care plan to reduce stress

A copy of the blank Stay Interview Survey can be found at the end of this report under ***APPENDIX V***. A detailed copy of the Stay Interview Data Summary Report, minus qualitative data, can be found at the end of this report under ***APPENDIX VI***.

## **Onboarding**

Chester County takes a very unique approach to staff retention through a process called “Onboarding.” Trudi Krick, LSW Chester County Children, Youth and Families, provided a presentation to the Workgroup on March 30, 2016. The presentation provides an insightful and creative approach to caseworker retention. Onboarding is not about cases, it is not about supervision, it is about helping a new caseworker adjust to the agency. Since

the implementation of Onboarding 18 months ago, Chester has experienced a 95% retention rate. Prior to Onboarding, the retention rate was 75%.

“If you want to go fast, go alone,  
if you want to go far, go together”  
~ Trudi Krick Chester County

Onboarding begins before a caseworker enters the agency. It starts with preparation to let a caseworker know that you have been waiting for them to arrive and are glad they are coming. When the caseworker arrives for their first day of work, they have a desk, a phone, someone to greet them, etc.

“It makes a difference when someone  
feels like you are excited that they are  
joining the agency. Creating an  
organizational foundation for the  
Caseworker is critical”  
~ Trudi Krick Chester County

There are 4 levels of Onboarding:

1. Self Confidence
2. Role Clarity
3. Social Integration
4. Knowledge of and fit within organizational culture

Onboarding describes 4 emotional phases that stretch out over 6 months, these include:

1. Uniformed Certainty
2. Informed Doubt (about 2-3 months into employment when reality of the work hits)
3. Realistic Concern (caseworker thinks they can do the job, but not sure)
4. Informed Certainty (caseworker starts taking ownership of the agency)

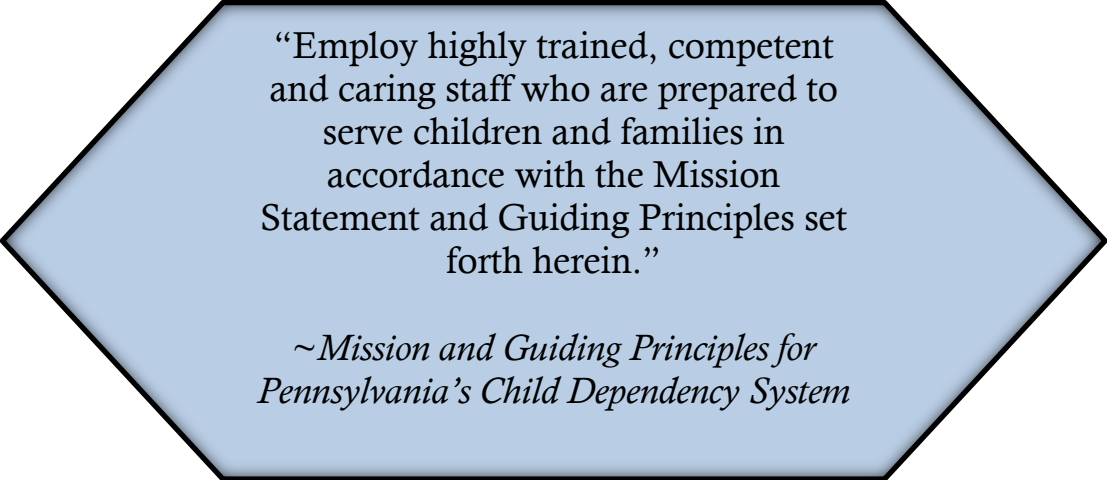
In Chester County, as new caseworkers are going through the Onboarding process, periodic interviews take place. These are not to be confused with previously described “Stay Interviews,” but rather check-ins to make sure the caseworker understands everything and is okay. There are various orientation topics that are taught, such as professionalism, purchased services and preparation for court, to name a few. What is unique about Onboarding is that experts in each of these topic areas will provide the presentation for that day. For example, Hearing Officer Clay Cauley was the presenter on preparing for court. It

not only gives the new caseworkers expert knowledge and an opportunity to meet their Hearing Officer, but it allows them to understand the expectations of his courtroom before they appear in court.

In addition to orientation topics, there is thoughtful planning in providing tours of important locations (i.e. courthouse) and shadowing of other caseworkers. Chester County is always evaluating the program and making improvements as needed. They are seeing success in meeting the goals intended of the Onboarding program:

- Create an environment that enables new workers to become competent quickly
- Provide new staff with the tools and support they need to provide quality services to families
- Instill a sense of belonging and loyalty to the new caseworker so that they will choose to stay
- Enable new staff to become an integral part of the Children, Youth and Families team and have a positive impact on the Children, Youth and Families culture

A copy of the PowerPoint provided by Trudi Krick and Chester County can be found at the end of this report under ***APPENDIX VII.***



“Employ highly trained, competent and caring staff who are prepared to serve children and families in accordance with the Mission Statement and Guiding Principles set forth herein.”

*~Mission and Guiding Principles for  
Pennsylvania’s Child Dependency System*

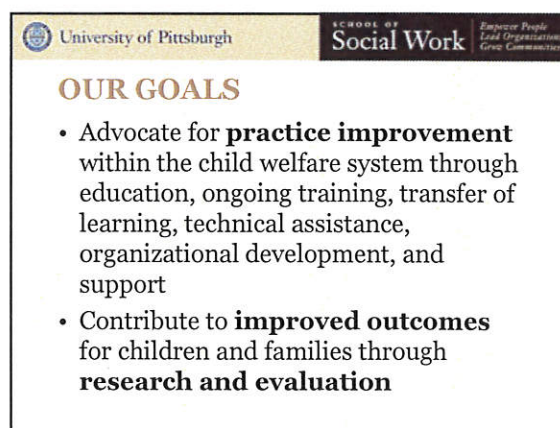
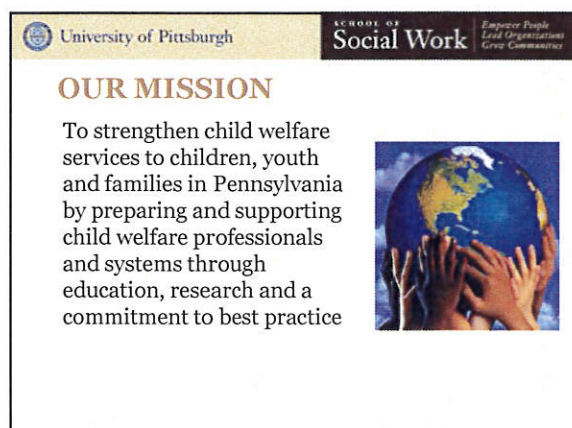
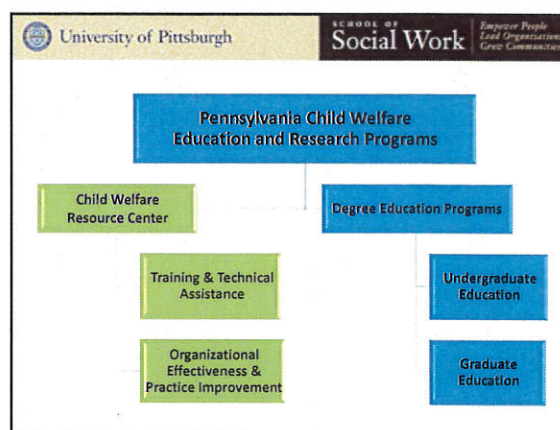
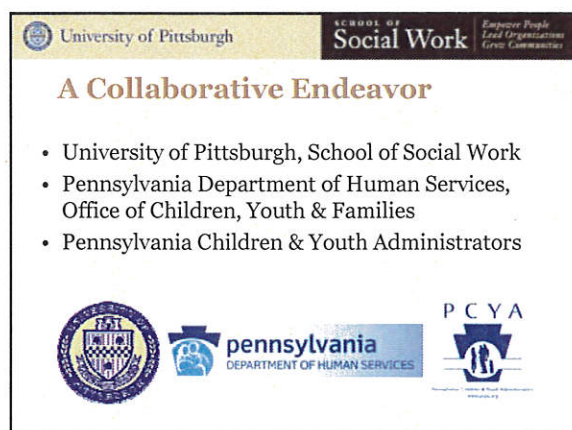
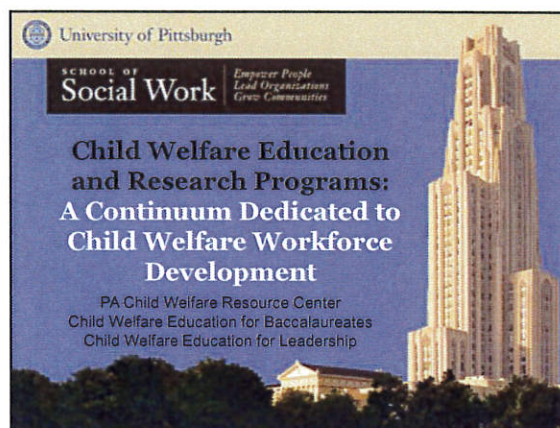
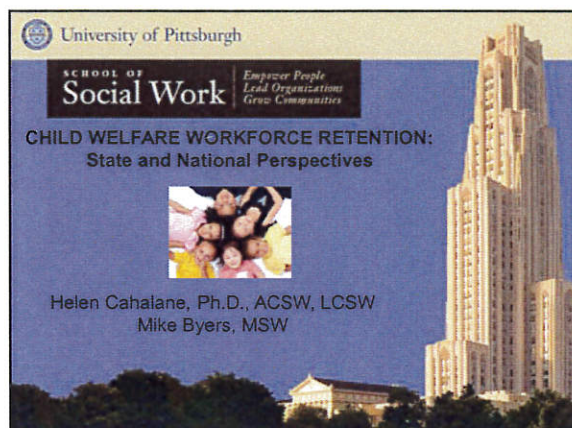


#### **IV. Conclusion and Recommendations:**

The Workgroup looks forward to counties using the information contained within this report and the opportunity to provide further information in the upcoming year that will help positively impact caseworker retention in Pennsylvania.

**The Workgroup respectfully submits to the Pennsylvania State Roundtable the following recommendations:**

- 1. Develop strategies to enhance knowledge, understanding and respect for the profession of child welfare caseworker;**
- 2. Calculate cost associated with Pennsylvania Caseworker turnover;**
- 3. Identify specific evidence based strategies as well as promising practices aimed at reducing caseworker turnover and provide a list of such to the 2017 State Roundtable;**
- 4. Participate, as requested by the Department of Human Services and Pennsylvania Children and Youth Administrator's Association, on the analysis of data to determine an appropriate caseload size and present recommendations to the 2017 State Roundtable;**
- 5. Collaborate with the University of Pittsburgh in analyzing quantitative and qualitative data from the Stay Interview and present outcomes to the 2017 State Roundtable;**
- 6. Collaborate with the Trauma Workgroup to develop strategies around reducing courtroom stress experienced by caseworkers;**
- 7. Assess documentation requirements to develop reduction strategies and recommendations to eliminate unnecessary duplication of documentation;**
- 8. Provide information and findings from the Workgroup, if given the opportunity, to key stakeholders;**
- 9. Collaborate with the Child Welfare Resource Center to develop supervisory trainings specific to the findings of the Workgroup; and**
- 10. Request caseworker retention be a priority topic at the 2017 Children's Summit.**



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### OUR GOALS (2)

- Address vacancy & turnover rates among public child welfare employees
- **Recruit** undergraduate social work students through widely dispersed locations in order to prepare persons for public child welfare employment
- Assist in the **retention** of public child welfare staff by making graduate MSW education with a focus on child welfare studies more readily available

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### OUR GOALS (3)

- Provide **academic & curricular support** for child welfare studies to undergraduate and graduate programs
- Assist in providing a **career ladder** within public child welfare and **long-term career development** for child welfare professionals
- Engage in efforts to promote the development of **evidenced-based/evidence-informed practice skills** for child welfare professionals

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### Nationwide: The Public Child Welfare Workforce

- Less than 1/3 of staff have a formal social work education (15% BSW; 13% MSW)
- 30-40% annual worker turnover
- Average worker tenure < 2 years
- Many supervisors: 3 years experience
- Average caseload = 24-31 cases (CWLA recommendation = 12-15 cases)

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### The Public Child Welfare Workforce (2)

- Caseload Acuity: high rates of substance abuse, mental illness, domestic violence, poverty, HIV/AIDS
- 70% of front-line workers have encountered actual violence or threats of violence
- Average salary = \$33,000

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### Promising Practices for Child Welfare: GAO Report

- Social Work education has been identified as the best predictor of overall performance in child welfare work
- U.S. General Accounting Office has identified the use of **university-child welfare agency partnerships** as a promising practice in addressing the nationwide crisis in the public child welfare workforce

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### Promising Practices (2)

- Graduates of social work programs who specialize in child welfare are more likely to remain in child welfare and experience greater job satisfaction (Child Welfare League of America, 2002)
- Social work grads tend to... stay in child welfare longer, come to the agency ready to do the job, make better decisions about child protection, not be overwhelmed (IASWR, 2005)



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### Promising Practices (3)

- Higher education is essential for developing caseworker competencies
- Both the National Association of Public Child Welfare Administrators (NAPCWA) and the Child Welfare League of America (CWLA) suggest that CPS staff should have a BSW or MSW
- Social Work education appears to be related to job retention & staff stability

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### The Case for Better Trained Workers

- Able to handle more complex caseloads
- Able to perform tasks more competently
- More effective in developing permanency plans for children
- Experience greater job satisfaction
- Less likely to leave agency when working conditions include:
  - high quality supervision
  - suitable job assignments
  - equitable personnel practices
  - opportunities for learning & advancement
  - respect for abilities

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### Skills Required for Successful Child Welfare Outcomes

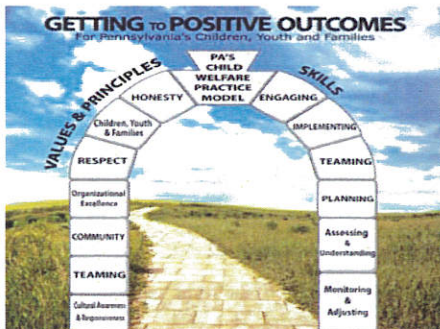
- Responsiveness to multiple and often unexpected problems
- Tenacity in navigating a complex maze of state and federal regulations within a county-administered system
- Ability to engage involuntary clientele
- Ability to function in highly stressful & traumatic conditions
- Ability to negotiate conflicting job demands
- Ability to deal with a critical public and more negative, than positive, media attention



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### GETTING TO POSITIVE OUTCOMES

For Pennsylvania's Children, Youth and Families



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### PA's Title IV-E Education Programs



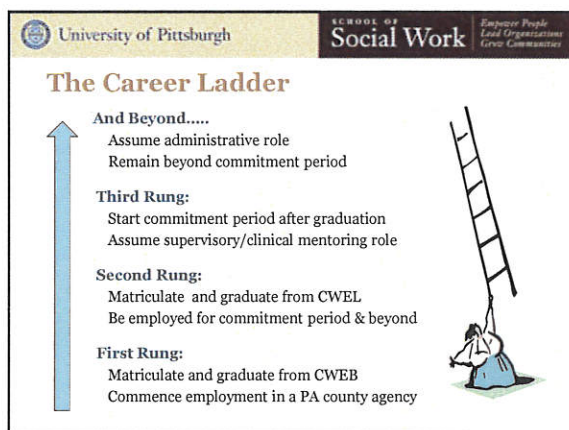
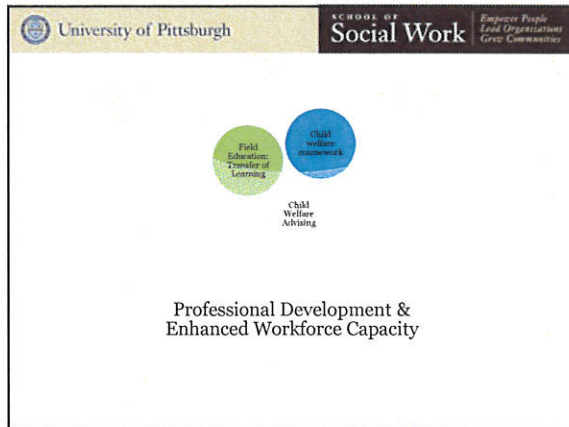
- Child Welfare Education for Baccalaureates (CWEB)
- Child Welfare Education for Leadership (CWEL)

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### Pennsylvania Degree Education Programs

Preparing for Employment	Those with ≥ 2 Years Employment
Undergraduates	Graduates
Child Welfare Education for Baccalaureates (CWEB)	Child Welfare Education for Leadership (CWEL)
14 Schools	12 Schools





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- ### CWEB: The First Rung
- Average of 60-75 undergraduate social work majors annually receive financial support for final year of study
  - Public child welfare agency field placement
  - Child Welfare-specific coursework
  - Enrollment in 'Charting the Course'
  - 88% program completion rate

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- ### Students Receive...
- Professional Internships (public county child welfare agency) of up to 975 hours
  - Leadership & Professional Development
  - Stipend up to \$7,000 is available\*
  - Tuition and Fee payments (in-state rate)
  - Book stipend of \$100 for child welfare class
  - Post-grad career in public child welfare
- \*stipend amount/duration varies depending upon county internship & hours of internship completed

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- ### Counties Receive...
- Social Work trained Child Welfare professionals who have completed an internship in one of the 67 county agencies
  - Beginning of caseworkers' certification
  - Employment for a minimum of one year post graduation

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### CWEB Admission Requirements

**Application Requirements**

Applicants must:

- Be a junior or above, in good academic standing, enrolled at an approved university
- Have a satisfactory grade point average
- Submit academic transcript(s)
- Have the recommendation of the social work faculty of the program in which they are enrolled
- Provide a written statement regarding interest in public child welfare
- Not be in default of any outstanding federal or state educational loan
- Sign a legally-binding agreement which requires a work commitment following completion of their studies

**Requirements as a Student**

Students must:

- Complete child welfare course work
- Enroll in Charting the Course
- Complete an internship at a public child welfare agency in Pennsylvania


**Requirements as a Graduate**

Graduates must:

- Gain and maintain, for one year, employment at a Pennsylvania public child welfare agency in any of the 67 counties

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### Charting the Course



FIND YOUR COUNTY FOR CONTACT INFORMATION

- Students assigned to CWRC Resource Specialist based upon internship county
- Enrollment in CTC coordinated
- Enhanced TOL opportunity
- Students begin caseworker certification process
- Increased readiness to enter the workforce

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### Trauma-Informed Leadership Project

- Collaboration between University of Pittsburgh and Bloomsburg University
- Goal of examining best leadership practices for current & future child welfare students
- Targeted toward the development of leadership skills associated with cultural competence, self-care & trauma-informed practice

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### Trauma-Informed Leadership Educational Modules\*

- Introduction to Trauma-Informed Leadership: Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

\*Based on the Five Practices of Exemplary Leadership (Kouzes & Posner, 2012, *The Leadership Challenge*)

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### Trauma Informed Leadership: Project Measures

- Student Leadership Practices Inventory
- Life Events Checklist
- Professional Quality of Life Scale (ProQOL)
- Participant Satisfaction
- Focus Groups

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### CWEL: The Second Rung

- Financial support throughout degree for approximately 150 students annually
- Child & Family focused field placement
- Child & Family focused coursework
- 94% program completion rate
- Steady trend of part-time enrollment



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### CWEL: The Second Rung (2)

- By July, 2015:
  - 1,224 CWEL graduates in total
  - 25% of all county child welfare positions occupied by a CWEL graduate or current CWEL student
  - 99% of counties participating
- Increasing enrollment of CWELs in CWEL
  - 21% of CWEL students over the 2009-2015 academic years were CWEL grads

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### CWEL Admission Requirements

```

graph TD
    A[Application Requirements] --> B[Student Requirements]
    B --> C[Graduate Requirements]
    
```

**Application Requirements**  
Applicants must:

- Have been employed at a Pennsylvania public child welfare agency for at least two years
- Have at least satisfactory work performance evaluations
- Have been accepted for graduate study by one of the twelve approved schools
- Have the approval of their employer and (if accepted for full-time study) are granted educational leave by their employer
- Complete a written statement regarding the application of graduate study to their work
- Not be in default of any outstanding federal or state educational loan
- Sign a legally binding agreement which requires a work commitment at the sponsoring county child welfare agency following completion of their studies

**Student Requirements**  
Students must:

- Complete child welfare course work
- Complete an internship at a child and family agency

**Graduate Requirements**  
Graduates must:

- Maintain, for two years, employment at the sponsoring Pennsylvania public child welfare agency

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### Post CWEL: The Third Rung

- Return to agency (if FT) or continue (PT)
- Complete commitment period
  - All but 13 grads have completed commitment since 1996
  - 8% loss rate per year over the life of the program (for all reasons, including death, retirement, disability, relocation out of state, & job departures from CYF)
- Seeking:
  - Opportunities to advance
  - Opportunities to apply education
  - Recognition of knowledge and skills

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### Leadership By IV-E Grads

County With IV-E Graduate As Current Administrator or Assistant Administrator

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### CWEL/CWEL Profile: 2015-16

Statewide, 99% of counties participate

CWEL	CWEL
Established 2001	Established 1995
65 active students	112 active students
1,110 individuals have entered into the county child welfare system since CWEL began	1,224 grads to date
	21% of current CWEL students are CWEL grads

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### Workforce Retention: National Perspectives

- State administrators ranked caseworker recruitment and retention as the number 2 problem in the child welfare system (GAO, 2006)
- Vacancies stay open longer than in previous years (APHSA, 2004)
- Vacancy rates for public child welfare are higher than for other state/local government workers (APHSA, 2004)

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### National Perspectives (2)

- For optimal service delivery, agencies should keep turnover rates to 12% or less annually (Annie E. Casey, 2015)
- Case-carrying staff vacancy rate should be no higher than 15% (Annie E. Casey, 2015)
- Supervisors should not carry cases; focus on mentoring, coaching & support for systematic decision making (Annie E. Casey, 2015)

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### National Perspectives (3)

- Average caseworker pay is markedly lower than for nurses, teachers, police officers and firefighters (APHSA, 2004)
- 80% of casework time is spent in court, arranging for services and supports, searching for relatives, completing paperwork, meeting with supervisors and planning transportation

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### Interrelated Issues in the Child Welfare Workforce

```
graph TD; A[High worker turnover] --> B[High vacancy rates]; B --> C[Increased workload for remaining workers]; C --> D[Poor service delivery]; D --> A;
```

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### State Example of Turnover: NC

- 2004 Office of State Personnel Study
  - 73% of employees had ≤ 5 years experience
  - Statewide vacancy rate = 31%
  - Highest vacancy rates in case management and investigations

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### State Example of Turnover: TX

- From 2006-2011, turnover ranged from 20-40%
- Main reasons for leaving remained consistent from year to year:
  - poor working conditions & environment (safety; work-related stress)
  - workload (difficult to perform adequately)
  - supervision issues
  - inadequate pay

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### State Example of Turnover: CA

- Internal turnover (lateral moves, promotions, county transfers) affected case management & continuity of care
- Some moves involuntary; added work, realigned units, disbanded court dependency & adoption units
- Approximately 1/3 of social work staff experienced some change in service assignment during a one year period
- No time for training; crisis mode



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### State Example of Turnover: NY

- Organizational & supervisory practices compared between low turnover agencies and high turnover agencies
- More ethnic/racial diversity in the workforce of low turnover systems
- Those in low turnover systems spent more time per week in direct service than those in high turnover systems
- High turnover systems less able to utilize clear & coherent best practices

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### State Example of Turnover: ME

- Characteristics of caseworkers that can predict retention:
  - length of time on the job ( $\geq 2$  years)
  - prior experience of child welfare work
  - advanced education: BSW or MSW
  - graduate of agency-university partnership
  - sense of mission (children/families)
  - sense of efficacy (making a difference)

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### State Example of Turnover: PA

- PCYA Leadership Academy Survey (2008 – 42% response rate)

Reasons Staff Remain	Reasons Staff Leave
Ability to make a difference	Lack of pay
Part of quality team	No career advancement opportunity
Support of agency's mission	Unmanageable workloads
Organizational climate	Not able to make a difference
Acceptable working conditions	Lack of benefits
Autonomy	No recognition for contribution
Generous benefits	Organizational climate
Recognition for contribution	Lack of personal growth opportunity
High quality supervision	Community perception
Manageable workload	Poor supervision
Opportunity for personal growth	Unacceptable working conditions
Competitive pay	Don't support agency's mission

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### PA Caseworker Training\*

# of CW Professionals that Completed CTC			
	FY 14/15	FY 13/14	FY 12/13
CUA	383	274	52
Regular CTC	595	521	484
<b>Total</b>	<b>978</b>	<b>795</b>	<b>536</b>

\* Does not equal turnover

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### PA Retention Studies

- Differences in perception of the work environment predicted staying versus leaving after fulfillment of legal work commitment among 305 IV-E grads
- Key factors = job satisfaction, emotional exhaustion & personal accomplishment
- Use of enhanced skills & abilities more important than promotion (Cahalane & Sites, 2008)


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### PA Retention Studies (2)

- Survival analysis of 612 CWEL graduates who had fulfilled legal work commitment
- Explored what factors may play a role in voluntarily remaining in child welfare
- Results: urban/urban mix setting, African American, females, tenure in child welfare
- For every 4.4 year increase in seniority, the likelihood of leaving is reduced by 26% (Cahalane & Winter, 2014)

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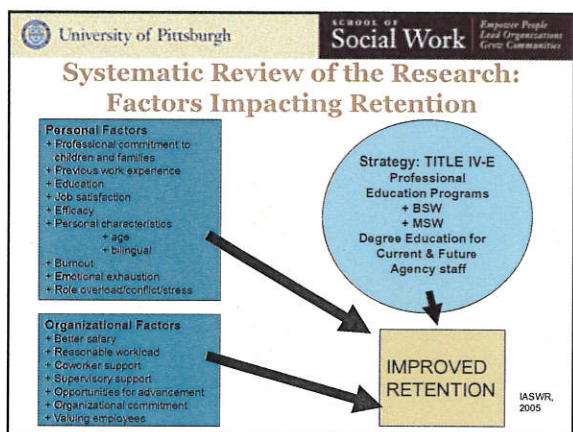
## Organizational Climate: Two Case Examples



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## Impact of Turnover


- Well-being outcomes put at risk due to staff shortages & high caseloads that impair caseworkers' abilities to perform critical case management functions (Zlotnik et al., 2005)
- Cost: expense of training new workers, negative impact on children/families, decreased morale & increased workloads




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## CWERP Leadership

- Helen Cahalane, PhD, ACSW, LCSW  
Principal Investigator
- Michael Schrecengost, MPPM, CMA  
Chief Fiscal Officer
- Maryrose McCarthy, MS  
Director, PA Child Welfare Resource Center
- Mike Byers, MSW  
Assistant Director, PA Child Welfare Resource Center




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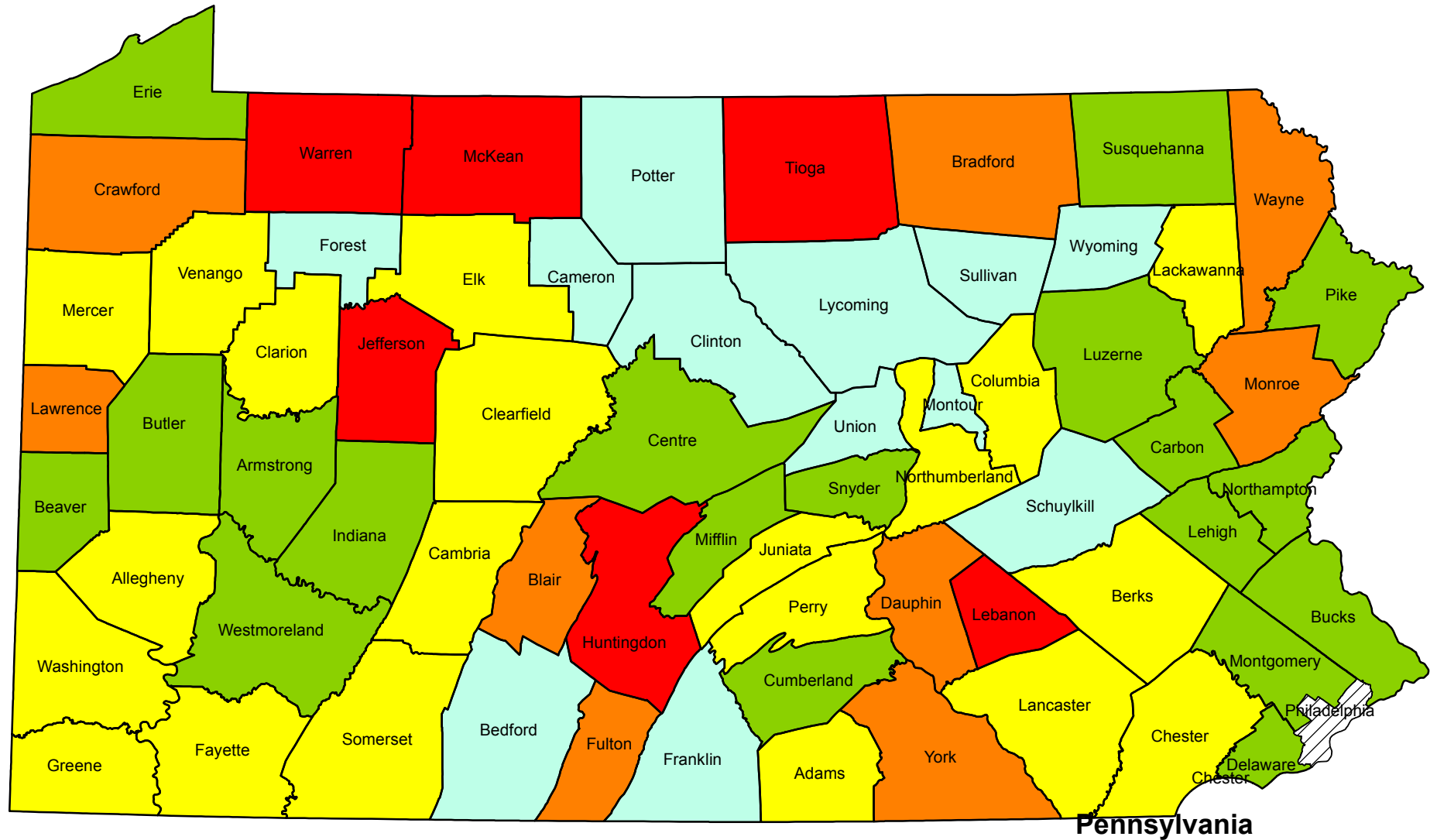


*"Children are the world's most valuable resource and its best hope for the future." John F. Kennedy*

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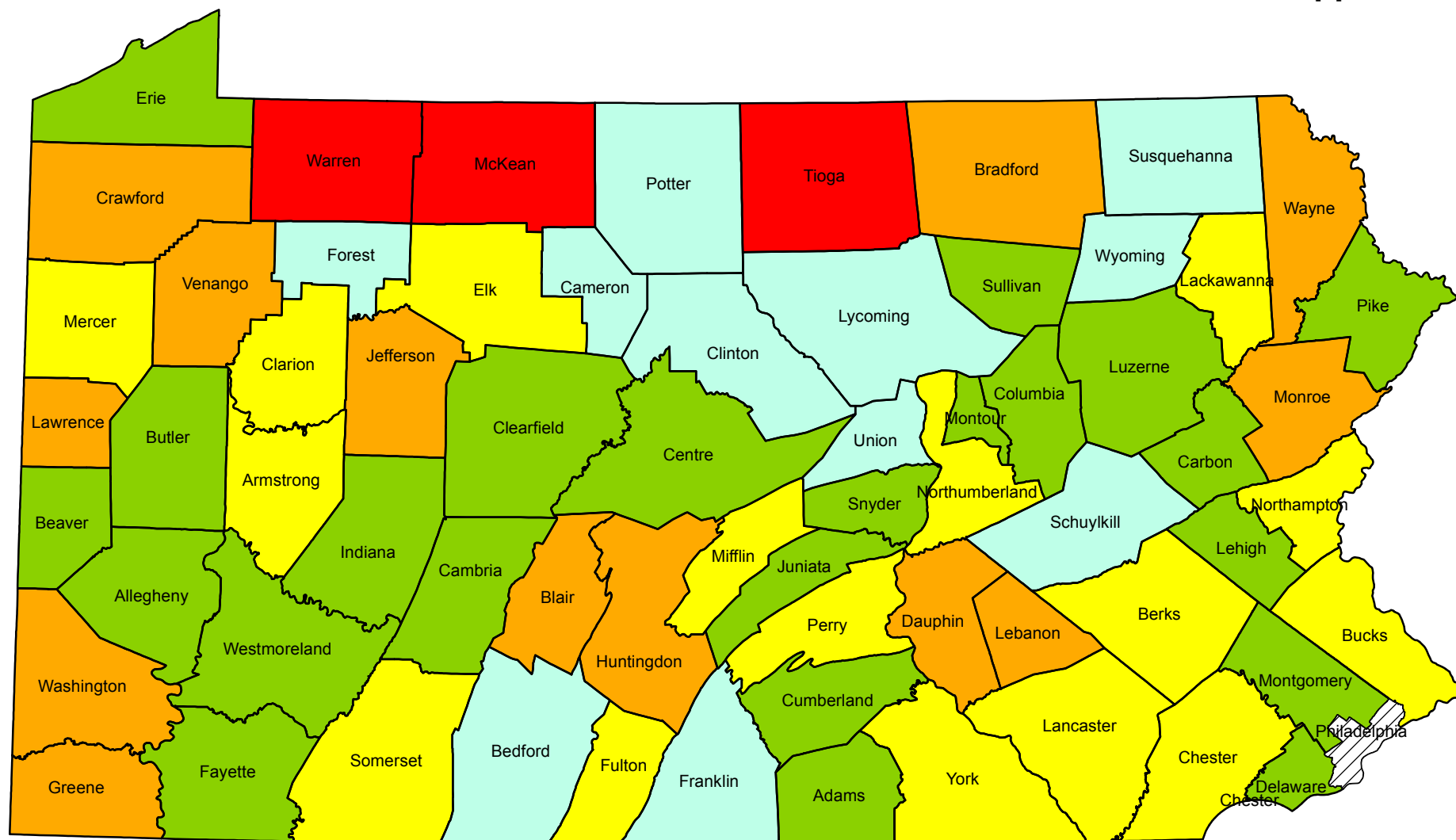


## Appendix II

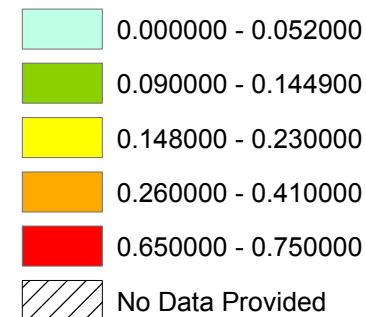




# Appendix III



## % Turnover FY 14/15 (Agency)



## PA Counties by Class size

## Appendix IV

Class size 2	County	Total # of County CYS Staff	Total # of County CYS direct service staff	% of turnover during 14/15 FY (Agency)	% of turnover during 14/15 FY (Direct service)	Average length of time to fill vacancies	# of Current direct service staff vacancies
	Allegheny	542	264	12.5%	18.5%	1.5-2 months	68

Class size 2a	County	Total # of County CYS Staff	Total # of County CYS direct service staff	% of turnover during 14/15 FY (Agency)	% of turnover during 14/15 FY (Direct service)	Average length of time to fill vacancies	# of Current direct service staff vacancies
	Bucks	191	113	15.0%	16.0%	3 months	4
	Delaware	246	100	10.0%	16.0%	3-5 months	15 CW & 5-10 other

Class size 3	County	Total # of County CYS Staff	Total # of County CYS direct service staff	% of turnover during 14/15 FY (Agency)	% of turnover during 14/15 FY (Direct service)	Average length of time to fill vacancies	# of Current direct service staff vacancies
	Berks	170	110	18.00%	23.00%	2 mths	4 Total- 1 CW, 1 Exec. Director, 1
	Chester	137	106	16.00%	19.00%	2 months	4
	Cumberland	71	42	10.0%	15.0%	3 months	2
	Dauphin	153	68	31.0%	50.0%	2 months	14
	Erie	216	92	11.00%	12.00%	2-3 months	14
	Lancaster	131	82	20.0%	23.0%	2 months	2
	Lackawanna **	92	70	20.2%	18.5%	8-12 weeks	8
	Lehigh	113	68.5	12.0%	9.0%	4-8 weeks	10
	Luzerne	201	129	10.4%	12.4%	8-12 weeks	18

## PA Counties by Class size

Montgomery	160	90	12.0%	13.0%	6 months	19
Northampton	122	72	19.0%	14.0%	60-90 days	13
Westmoreland	118	66	9.00%	9.00%	2 months	1
York	146	75	23.0%	40.0%	3 months	8

Class size 4	<b>County</b>	<b>Total # of County CYS Staff</b>	<b>Total # of County CYS direct service staff</b>	<b>% of turnover during 14/15 FY (Agency)</b>	<b>% of turnover during 14/15 FY (Direct service)</b>	<b>Average length of time to fill vacancies</b>	<b># of Current direct service staff vacancies</b>
	Beaver	72	40	10.00%	7.00%	3 months	
	Butler	53	25	9.00%	8.00%	6 weeks	
	Cambria	69	40	14.5%	20.0%	3 months	2
	Centre	45	27	11.10%	11.10%	3 months	1
	Fayette	53	36	9.70%	17.70%	2-3 months	4
	Franklin	46	27	5.0%	4.0%	2 months	0
	Monroe	75	41	32.60%	32.60%	8-12 weeks	6
	Schuylkill	99	74	5.0%	5.0%	6-7 weeks	1
	Washington	102	77	31.00%	26.00%	1-2 months	8

Class size 5	<b>County</b>	<b>Total # of County CYS Staff</b>	<b>Total # of County CYS direct service staff</b>	<b>% of turnover during 14/15 FY (Agency)</b>	<b>% of turnover during 14/15 FY (Direct service)</b>	<b>Average length of time to fill vacancies</b>	<b># of Current direct service staff vacancies</b>
	Adams	49	24	14.0%	25.0%	2 months	3
	Blair	58	33	34.0%	39.0%	3 months	0
	Lawrence	33	15	33.0%	33%	1-3 months	n/a

## PA Counties by Class size

Lebanon	33	16	36.0%	68.0%	3 months	1
Lycoming	86	60	2.33%	3.33%	1 month	0
Mercer	47	26	17.0%	19%	35 days	
Northumberland	75	44	22.5%	20.5%	3 months	2

Class size 6	County	Total # of County CYS Staff	Total # of County CYS direct service staff	% of turnover during 14/15 FY (Agency)	% of turnover during 14/15 FY (Direct service)	Average length of time to fill vacancies	# of Current direct service staff vacancies
	Armstrong	27	15	14.8%	13%	4 months	2
	Bedford	26	18	3.8%	6%	3 months	3
	Bradford	34	22	26.0%	37%	2 months	5
	Carbon	16	10	10.0%	10%	3-6 months	1
	Clarion	28	12	17.0%	17%	3-6 months	
	Clearfield	30	18	10.0%	17%	2 months	1
	Clinton	39	13	2.5%	0%	1 month	1
	Columbia	29	19	14.0%	21%	14 months	4
	Crawford	53	28	26.0%	43.0%	n/a	4
	Elk	12	6	17.0%	29%	1.5 months	1
	Greene	31	16	26.3%	27%	2 months	2
	Huntingdon	32	10	40.0%	63%	4-6 months	3
	Indiana	42	25	10.0%	12.0%	3 months	3
	Jefferson	27	12	41.0%	67.0%	2-3 mos	7
	Mckean	36	25	75.0%	75.0%	2-3 mos	3

## PA Counties by Class size

	Mifflin	26	15	15.0%	14%	2 months	0
	Perry	18	10	21.8%	30%	3 months	1
	Pike	22	17	9.0%	12%	4 months	1
	Somerset	53	27	15.0%	22%	6 months	5
	Susquehanna	21	11	4.8%	9%	6 months	1
	Tioga	37	26	65.0%	71%	3+ months	6
	Venango	65	46	29.0%	28%	44 days	3
	Warren	36	19	71.0%	58%	2 months	
	Wayne	41	21	30.0%	43.0%	3.5 Weeks	

Class size 7	<b>County</b>	<b>Total # of County CYS Staff</b>	<b>Total # of County CYS direct service staff</b>	<b>% of turnover during 14/15 FY (Agency)</b>	<b>% of turnover during 14/15 FY (Direct service)</b>	<b>Average length of time to fill vacancies</b>	<b># of Current direct service staff vacancies</b>
	Juniata	9	5	11.0%	20.0%	2 months	0
	Snyder	24	12	12.5%	8.3%	3 months	2
	Union	19	10	5.2%	0%	2 months	0
	Wyoming	13	7	0.0%	0.0%	2 months	0

Class size 8	<b>County</b>	<b>Total # of County CYS Staff</b>	<b>Total # of County CYS direct service</b>	<b>% of turnover during 14/15 FY</b>	<b>% of turnover during 14/15 FY</b>	<b>Average length of time to fill</b>	<b># of Current direct service staff</b>
	Cameron	7	3	0.0%	0.0%	1 month	0
	Forest	7	3	0.0%	0.0%	3 months	1
	Fulton	11	6	18.0%	33.0%	2 months	0

## PA Counties by Class size

	Montour	7	3	14.0%	0.0%	2 months	0
	Potter	15	6	0.0%	0.0%	within FY	0
	Sullivan	7	3	14.2%	0.0%	2 months	2

\*\* Note - Lackawanna County has 121 approved positions but implemented a 17.4% reduction in force after the May 2015 strike, capping our compliment at 100.  
 The RIF caused the high vacancy rate in FY 14/15. Prior years averaged 10 %.  
 The FY 13/14 vacancy rate was 8.7 %.

## After hours coverage

Class size 2	County	Describe how your agency fulfills the after-hours coverage
	Allegheny	We have staff dedicated to non-traditional work hours as well as on call teams.

Class size 2a	County	Describe how your agency fulfills the after-hours coverage
	Bucks	On Call: Monday through Friday: 11 pm to start of next business day: 8:30 am. Rotate agency staff by inverse seniority, 1 person and 1 Rotational schedule of On-Call Supervisor from among all agency supervisors. (Shifts can vary between 4 hours to 8 – 12 hours). Additional caseworkers may be assigned if second shift is down workers or if heavy volume of calls during on-call shift. Rotational schedule of On-Call Manager from among agency managers. Weekends: 11 pm Friday night to 3 pm Saturday, 11 pm Saturday to 3 pm Sunday, 11 pm Sunday to 8:30 am Monday
	Delaware	

Class size 3	County	Holidays: handled by On-call
	Berks	<del>Berks has 2 full time emergency duty workers who cover all nights, weekends and holidays. They can split that how they like with supervisory approval. their work site is at home. One supervisor is a full time second shift/emergency duty supervisor. that person works Monday thru Fri nights. Supervisors rotate the weekends. We have 3 second shift workers who work 3 pm to 12 am. They also back up emergency duty on weekends from Saturday morning at 8 am til Sunday night 10 pm. The weekends they are back up they get</del>
	Chester	
	Cumberland	We have 1 full tim cw that works Monday - Friday evenings. Our cw (all of them) rotate weekends and we have 2 workers on-call for the weekends. One is identified as primary and one is backup and they switch each day. The wekend workers are also backup for our full time caseworker during the week in case she takes off or gets overwhelmed and needs back up.
	Dauphin	Have 2 designated staff, one for Mon-Thu evenings and one assigned to Friday after business through Monday morning at 8:15am.
	Erie	intake has 2nd shift 4:30-midnight and a weekend worker, third shift is covered on a voluntary basis, sups cover as backup
	Lancaster	We have on staff that does stand-by Friday-Friday every other week. On the opposite weeks we have rotation of current staff (they sign up for coverage) that are on stand by from Friday-Monday am and Monday evening to Friday am. We also always have a 2nd standby worker as a back up, this rotation of current (willing) staff, There is also a rotation of management staff to provide supervisory coverage for after hours.
	Luzerne	Currently, there are two staff and one supervisor on call for a week at a time; from Friday at 5:00 PM until the following Friday at 8:00. Calls are answered through the local 211 provider. Workers voluntarily are on the on-call rotation and the schedule is managed through one of the administrative officers. Per the collective bargaining agreement, casework staff is compensated \$520 additional per week.



### After hours coverage

	Montgomery	
	Westmoreland	Two Caseworkers and one Consultant/Supervisor paid to be on call for one week at a time.
	York	We have three full time after hours employees (cw). Their hours are 3:30pm-midnight. And between the three of them they rotate during the week and on weekends (so they aren't working every weekend). These employees also work all holidays when the office is closed. We have a sign up rotation for other after hours coverage from 4:30pm-midnight and midnight - 8:00am. Anyone who has worked here at least six months as a caseworker can sign up for this rotation. They are just on call and not physically in the office. They respond to calls and emergencies as needed. There is a \$50 stipend for each open rotation date and time. We recently started an on call supervisor rotation (7/1/15) for any supervisor or manager intersted. This person is on call 24 hours a day for one week. They are available for any emergencies, guidance, etc for the after-hours workers. There is a \$350 stipend to cover a one week period (\$50 a day). This person is responsible for reviewing and approving all paperwork completed by the after-hours staff.

Class size 4	County	Describe how your agency fulfills the after-hours coverage
	Beaver	
	Butler	on call with one caseworker and one supervisor for after hour coverage.
	Cambria	All caseworkers and social workers take on call shifts. Over a three month period. Each person takes on average 2 week nights (16 hours) and 1 weekend (24 hours). We discourage staff from taking multiple on calls in a one week period, as it prevents the burnout. All staff must participate, so it ends up with each person having to take around 12 on calls a year. Supervision is provided by telephone. Supervisors do not have a scheduled rotation; rather they try to be available for their workers when on call. If not, staff is to call any other supervisor, or the Assistant Administrator or Administrator.
	Centre	On-call is rotated among caseworkers and supervisors. Each night a cw is paired with a supervisor to provide coverage and direction. Weekends (Friday at 5 to Mondat at 8:30) are also rotated. Both the cw and the supervisor receive 1 guaranteed hour per night and 1 hour per day just for being on-call
	Fayette	covered by all CW 1,2 (36) and direct supervisor is available to caseworker afterhours as well as manager/administrator
	Franklin	all eligible Caseworkers rotate this duty on a weekly basis (one worker on call at a time) and the on-call caseworker is backed-up by an on-call Casework Supervisor (the supervisors rotate this responsibility on a weekly basis). Also, the Administrator and Assistant Administrator routinely back-up on-call staff if necessary
	Monroe	On-call responsibilities are from COB Friday at 5 until the agency opens the following Friday for all hours that are not open for business, including holidays. There is a primary on-call caseworker and 2 Specialty Unit caseworkers on-call. There is one supervisor who is on call to provide back-up to any of the caseworkers.
	Washington	On call shift equivalent to 64 hours for caseworkers. They may choose 4 weeknights or 1 weekend. Only CW with 6 month experience or more are on the on-call shift. Supervisors rotate one solid week to cover the on-call shifts, changing every Monday.

### After hours coverage

Class size 5	County	Describe how your agency fulfills the after-hours coverage
	Adams	1 full time after hours workers on 15 days then off 3 days. Works from 4:30pm-8:00am. Staff provided coverage on a rotation basis for the three day off and ES worker PTO and holidays. ES worker does not work any holidays.
	Blair	Current ED is handled by 1 regular cw and 1 supervisor. This staff works either 4pm to 8am (week nights) or 8am to 8am (weekends); staff pick their assigned number of days to work on a 3 month basis. Supervisors on ED will mimic the cw shift and also pick a scheduled
	Lawrence	One on call
	Lebanon	All caseworkers are required to do on-call on a rotating basis. Supervisors do not do on-call. Agency Executive Director is always the backup for on-call and caseworkers must receive prior approval to go out on cases, need for placements, safety plans, etc.
	Lycoming	Joint Crisis/After Hours unit staffed with both CYS and MH supervisors and caseworkers who provide coverage outside normal business hours, weekends and observed holidays.
	Mercer	on call by rotation with one caseworker and one supervisor
	Northumberland	Rotates among existing staff with 2 supervisors and 2 caseworkers on each week getting paid to cover on-call. We have 46 casework staff on the rotation for casework coverage and 10 supervisors on rotation for supervisor coverage.

	County	Describe how your agency fulfills the after-hours coverage
	Tioga	Tioga only uses their certified workers for on call coverage so our number of staff on the rotation varies depending on our vacancies and the number of certified staff at any given time. If we had full complement of certified workers we would rotate 24, but we have been as low as 10 certified workers on the schedule at times. Coverage is from 4:00pm through 8:00am on Mon thru Friday and from 8am until 8am on Saturday and Sunday. Primary coverage rotation is done on a nightly basis. The schedule is made up 2 months in advance and posted for workers to be able to make any changes. The staff that do not want to cover their scheduled day highlight that day and other staff sign up to take it if they want it. if no one takes their day it remains to be theirs to cover. The final schedule comes out about 3 weeks prior. The backup supervisors are rotated on a 3 day basis and there are 6 supervisors that are in the rotation. All on-call is paid to wait at \$60 per night, \$70 for a week end day and \$80 for the 12 paid holidays we are given. Then any out time for calls or visits are paid at their hourly at their hourly rate.
	Armstrong	Caseworkers participate in the after hours on-call rotation. It is a day by day rotation. A caseworker is on call one or two days each month for which they receive compensation for standby and then additional compensation for being called out to perform their duties.
	Bedford	The caseworkers rotate on on-call hours on a weekly basis and choose his/her week to be on-call and some of the caseworkers split his/her weeks as to not have to do an entire week all at once. The on-call supervisors also rotate on a weekly basis. The on-call supervisor's rotation are more due to less supervisors then caseworkers.
	Clarion	on call rotates among all certified staff
	Clearfield	One caseworker is on-call. Caseworkers have on-call for a week and it is on a rotation.

### After hours coverage

Class size 6	Clinton	Rotation between 13 case carrying caseworkers and also Director, Assistant Director and 3 Supervisors.
	Columbia	All caseworkers have on call responsibilities. Schedules are done on a quaterly basis and the workers either have days scattered throughout the quarter. There is also a supervisor on call as a backup as well. Supervisors are on call for a week at a time.
	Crawford	Rotational basis for both casework staff and supervisors
	Elk	When fully staffed, on call is rotated amoungst 7 caseworkers on a weekly basis. Two supervisors alternate every week on-call to provide supervision.
	Greene	1 caseworker and 1 supervisor on call and administrator is available if needed
	Huntingdon	On-call hours: 4:40-8:30. Cw rotate daily and supervisors cover by week. Caseworkers are responsible for finding coverage if they cannot fulfill their obligation, otherwise they have to take the on-call. Supervisors and Program Specialist all cover weekly on call. So I have 3 supervisors and 2 program specialist who cover weekly on call.
	Indiana	Caseworkers take turns on rotation to provide on-call coverage. Supervisors take coverage one week at at time. Rotation to be available for the caseworkers.
	Jefferson	One caseworker and one supervisor are on call.
	McKean	as per contract minimum of 8 volunteers or all 25 placed on the on call schedule
	Mifflin	The 15 caseworkers rotate being on call from Friday afternoon at 4:30pm to the following Friday morning at 8:30am. A supervisor is assigned as a backup for case consultation if needed. We do not have staff designated just for the purpose of emergency duty.
	Perry	Rotation among existing staff.
	Pike	All agency caseworkers are included in the on-call rotation. On-call starts on Monday at 4:30 pm and goes to the following Monday at 8:30 am. This does change during weeks where there is a holiday. Then one on call supervisor
	Somerset	Currently, 17 caseworkers on-call on a rotation basis. They can sign up for M-F, F-M, or single days. We have several new CW's who are not on the on-call rotation until they are here 6 months. 6 supervisors can sign up as the cw's do. Placements - they are on call Assistant Administrator/Director for approval. Agency Solicitor can be called after-hours for consultation.
	venango	on call is by rotation for weekdays, weekends and holidays
	Warren	Rotating among the direct staff workers in the evenings
	Warren	One current worker takes on-call each night.
	Wayne	Wayne County has 23 caseworker positions. On-call is covered by rotation by the caseworkers once every 23 weeks. Each worker must cover six times and then they can "sell" to another worker. The on-call week starts Friday morning at 8:00 and ends the following Friday morning at 8:00. The on-call worker covers all non-office hours, including Holidays and week-ends. The caseworker is paid \$300.00 per week on-call for "waiting to be called" and gets compensatory time for any response time (phone or in-person). A supervisor is also on-call and receives the same compensations. The agency also has a volunteer list of caseworkers who are willing to help for comp time when and if the week gets really busy and assistance is needed.

	<b>County</b>	<b>Describe how your agency fulfills the after-hours coverage</b>
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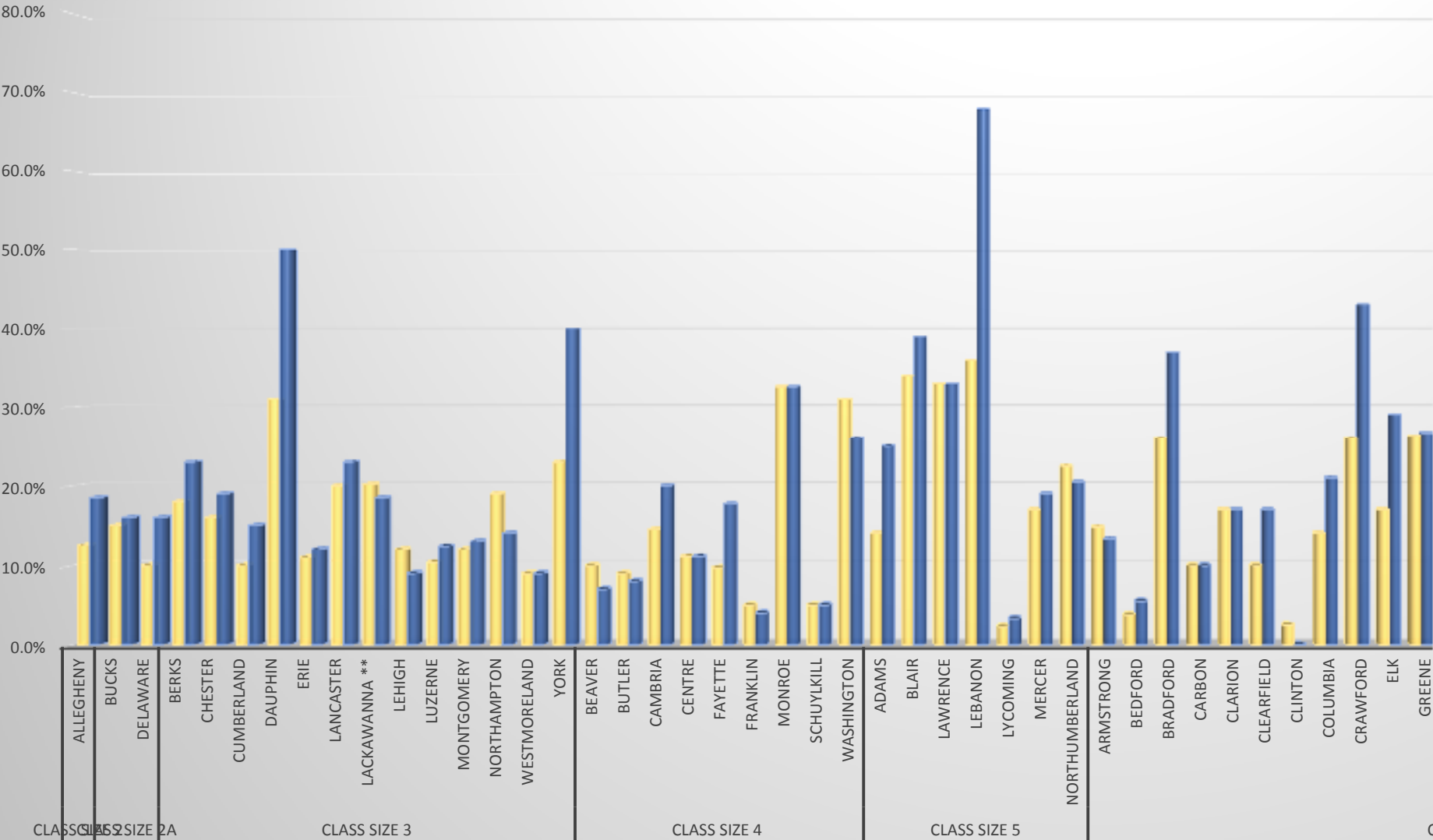
### After hours coverage

Class size 7	Juniata	The 5 caseworkers take one week at a time. The schedule for the upcoming year is posted by July of the preceding year. There is standing rotation; people do not choose their week. One supervisor and the Director provide back up. This is divided up on a day by day basis.
	Snyder	11 caseworkers rotate one week coverage throughout the year so that each worker either has 4 or 5 weeks in one years's time to cover after hours, The supervisory staff, program specialist and social worker serve as backup on-call on a rotation schedule which means they have about 10 weeks of backup coverage a year.
	Union	My 8 caseworkers (not counting my two CW III) handle on-call duties. The Administrator prepares the on call schedule for the entire year about one month before start of year. Each worker has between 6 and 7 weeks of on-call. On-call starts Monday at 4:30pm and ends the follwing Monday at 8:30am. The on-call worker is backed up by either the Administrator or one of the two supervisors.
	Wyoming	6 caseworkers that rotate on a daily basis. There is one supervisor and the director accessible when needed.

Class size 8	<b>County</b>	<b>Describe how your agency fulfills the after-hours coverage</b>
	Cameron	unknown
	Forest	Caseworkers/Casework Supervisor/Administrator rotate on call duties one week at a time.
	Fulton	Rotated among existing direct service staff.
	Montour	Caseworkers, supervisors and Executive Director are all available for after-hours coverage. Typically it is a caseworker directly on-call and the sup-director as backup however either can respond as needed. There is an agency placement policy that requires 2 people for any
	Potter	
	Sullivan	2 CWs & 1 CW Supervisor take primary on-call rotation for one week at a time. Director is back-up (on-call supervisor). We have a Secretary/Admin Assistant who is trained and has done screening, taking calls with a CW backing up in case there needs to be a response. This allows workers to have a four person rotation and only being on-call for one week out of the month with the exception of every third month when they would have two on-call weeks.

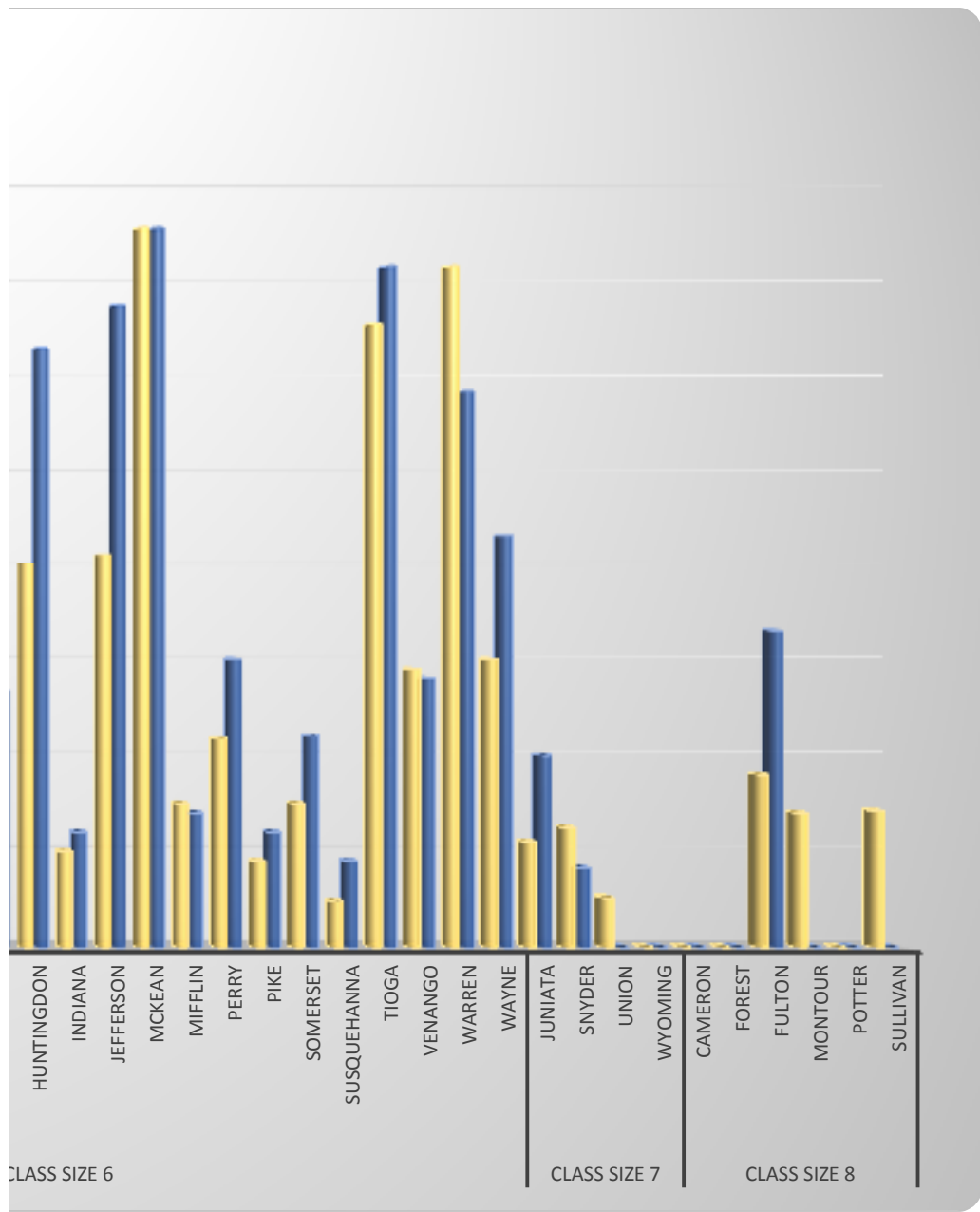
PA counties by class size

% of turnover FY 14/15 (Agency)    % of turnover FY 14/15 (CW)



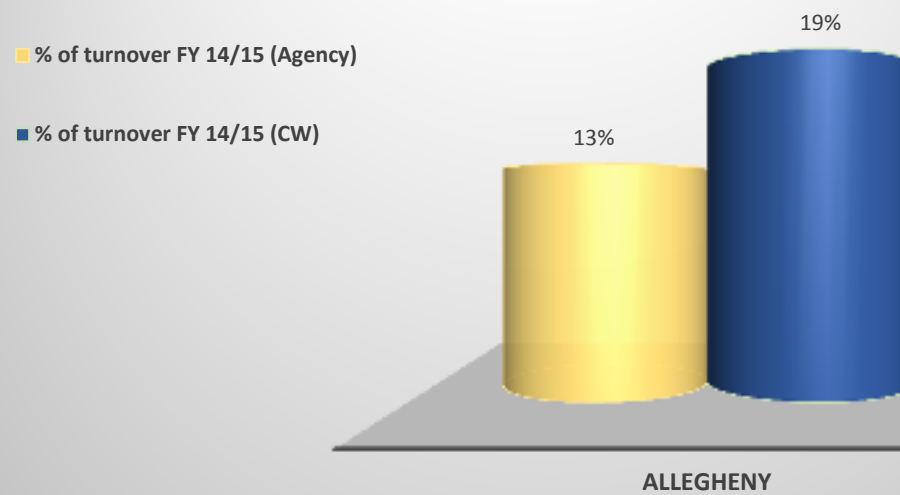
Bedford	3.8%	5.5%
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Class size 6	Bradford	26.0%	37.0%
	Carbon	10.0%	10.0%
	Clarion	17.0%	17.0%
	Clearfield	10.0%	17.0%
	Clinton	2.5%	0.0%
	Columbia	14.0%	21.0%
	Crawford	26.0%	43.0%
	Elk	17.0%	29.0%
	Greene	26.3%	26.7%
	Huntingdon	40.0%	62.5%
	Indiana	10.0%	12.0%
	Jefferson	41.0%	67.0%
	McKean	75.0%	75.0%
	Mifflin	15.0%	14.0%
	Perry	21.8%	30.0%
	Pike	9.0%	12.0%
	Somerset	15.0%	22.0%
	Susquehanna	4.8%	9.0%
	Tioga	65.0%	71.0%
	Venango	29.0%	28.0%
	Warren	71.0%	58.0%
	Wayne	30.0%	43.0%
Class size 7	Juniata	11.0%	20.0%
	Snyder	12.5%	8.3%
	Union	5.2%	0.0%
	Wyoming	0.0%	0.0%
Class size 8	Cameron	0.0%	0.0%
	Forest	0.0%	0.0%
	Fulton	18.0%	33.0%
	Montour	14.0%	0.0%
	Potter	0.0%	0.0%
	Sullivan	14.2%	0.0%

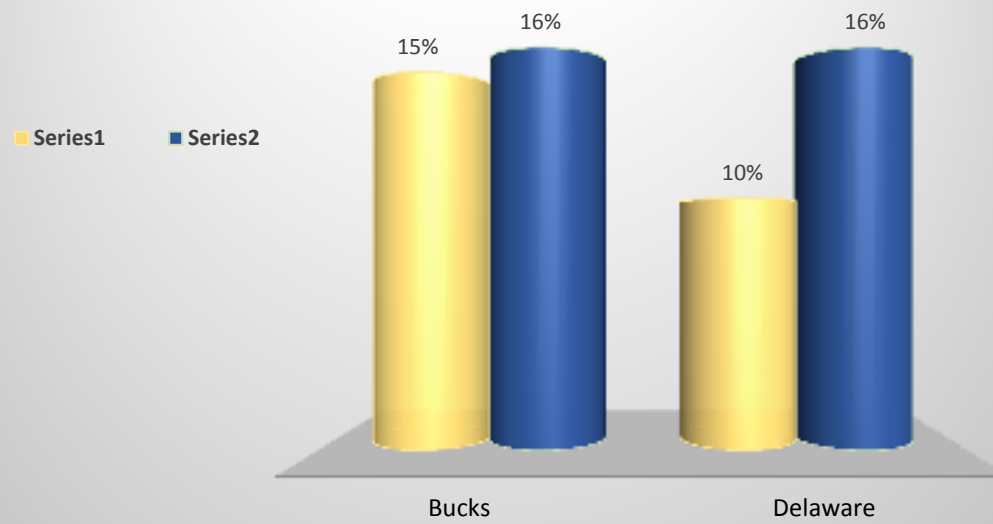




## Class size 2 counties



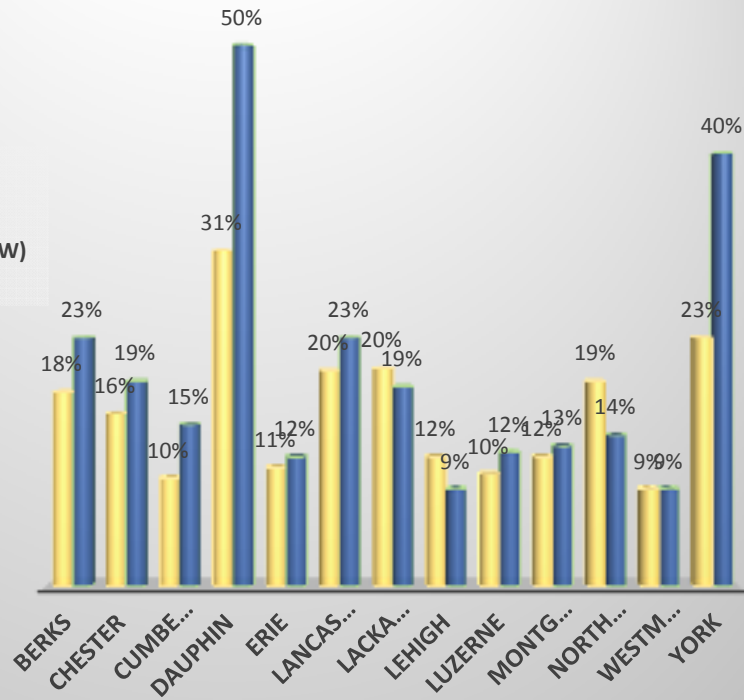
### Class size 2a counties



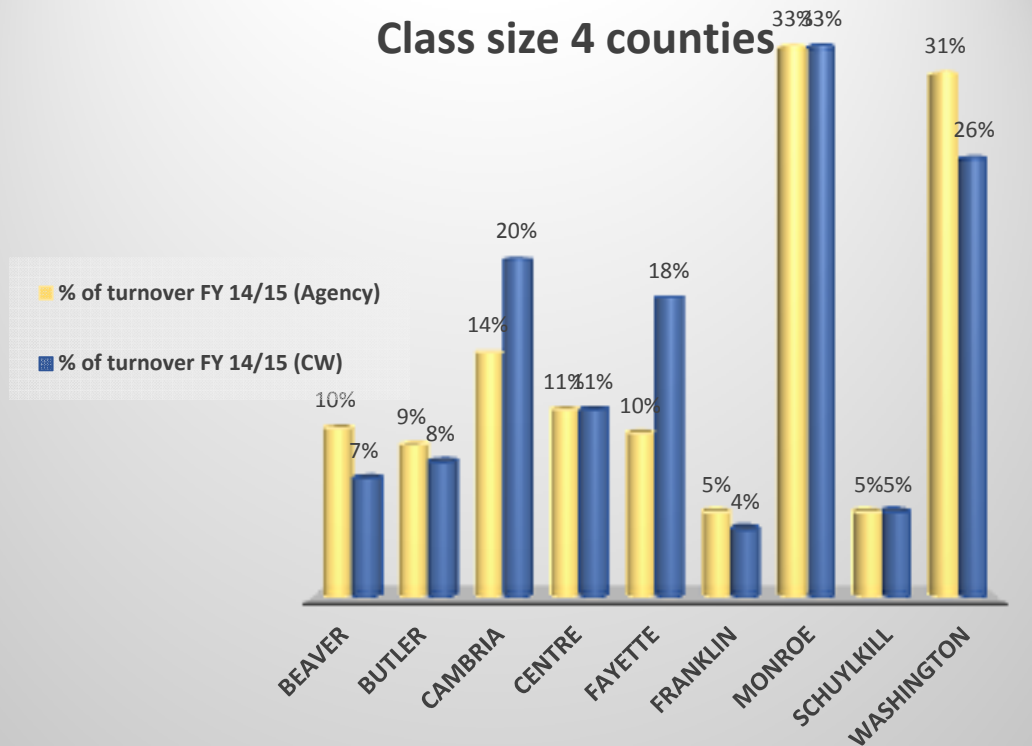
## Class size 3 counties

% of turnover FY 14/15  
(Agency)

% of turnover FY 14/15 (CW)



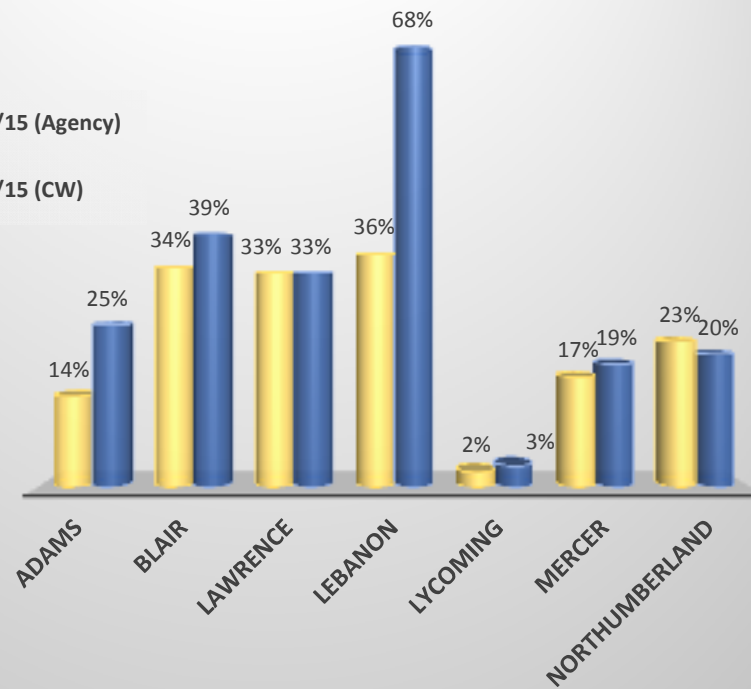
## Class size 4 counties



## Class size 5 counties

■ % of turnover FY 14/15 (Agency)

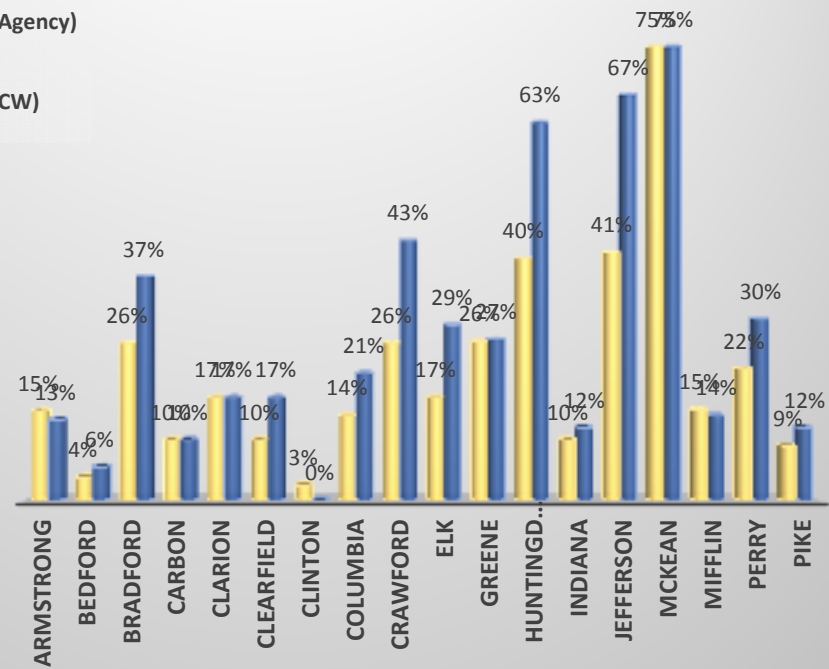
■ % of turnover FY 14/15 (CW)



## Class size 6 counties

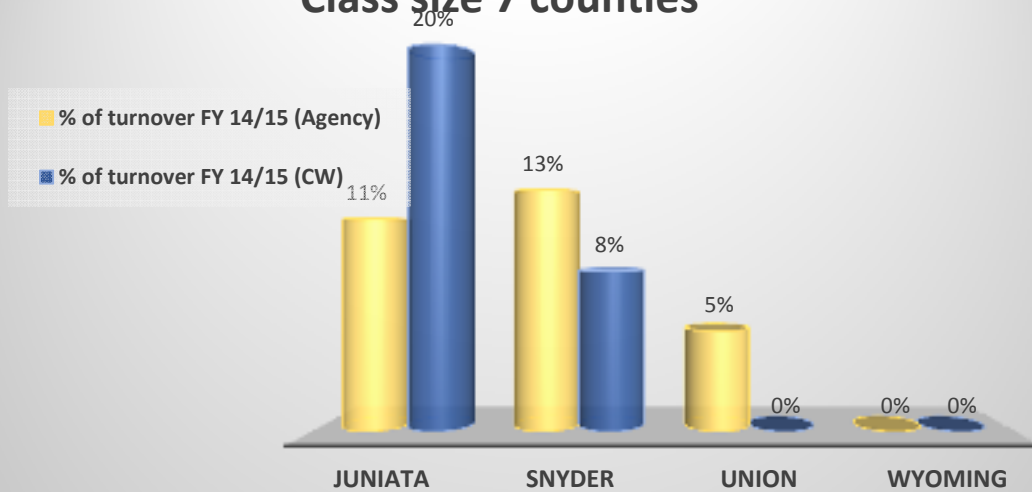
% of turnover FY 14/15 (Agency)

% of turnover FY 14/15 (CW)

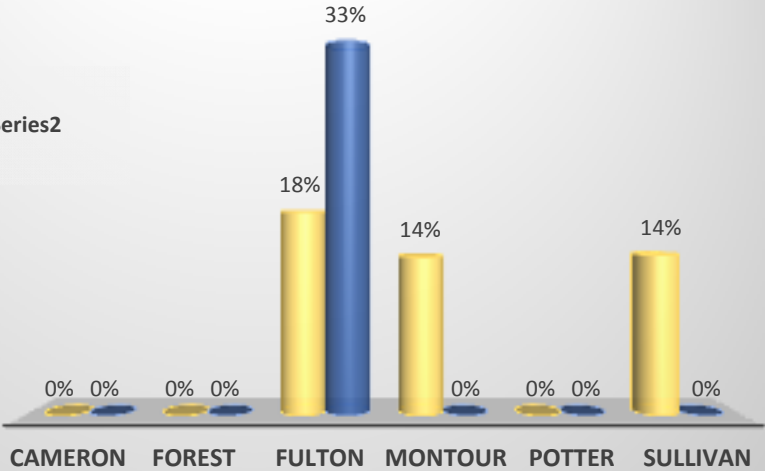
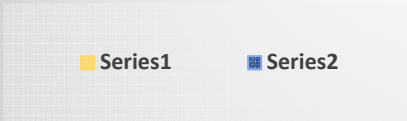




## Class size 7 counties



Class size 8 counties



## Stay Interview Survey

1.

### STAY INTERVIEW SURVEY - INSTRUCTIONS

This survey asks about aspects of your job that make you want to stay in child welfare. The goal of this survey is to both determine why some caseworkers stay in their jobs and to provide information that ultimately helps reduce caseworker turnover. The information from your survey responses will be used to help the Caseworker Retention Workgroup formulate recommendations to the 2016 Pennsylvania State Roundtable, co-chaired by Supreme Court Justice Max Baer, Department of Human Services Deputy Secretary Cathy Utz, and Office of Children & Families in the Courts Administrator Sandy Moore, in regards to what would better help retain casework staff.

- This survey will close April 6, 2016.
- Completion of the survey should take approximately 5 minutes.
- The survey does not ask for your name and your responses will be kept completely anonymous.
- Your responses will not be seen by your Judge, Administrator, Supervisor or any other professional working directly with you.
- When the data is presented to the 2016 State Roundtable, it will be provided by Leadership Roundtables, not county specific.
- There is no right or wrong answer.
- The survey is voluntary.
- It is understood that your responses may be used to identify statewide strategies for retaining caseworkers in child welfare.
- Please respond honestly.

Thank you for your participation!

## Stay Interview Survey

2.

**\* 1. Leadership Roundtable:**

- ☐ LRT 1 (Philadelphia, Allegheny, Montgomery, Bucks, Delaware)
- ☐ LRT 2 (Lancaster, Chester, York, Berks, Westmoreland)
- ☐ LRT 3 (Luzerne, Lehigh, Lackawanna, Northampton, Dauphin)
- ☐ LRT 4 (Cumberland, Erie, Washington, Beaver, Butler)
- ☐ LRT 5/6 (Cambria, Schuylkill, Fayette, Franklin, Fulton, Monroe, Centre, Blair, Lebanon, Lycoming, Northumberland, Adams)
- ☐ LRT 7 (Indiana, Clearfield, Armstrong, Jefferson, Clarion, Venango, Warren, Forest, McKean, Elk, Cameron, Somerset, Bedford, Huntingdon, Mifflin, Juniata, Perry, Greene, Mercer, Lawrence, Crawford)
- ☐ LRT 8 (Potter, Tioga, Bradford, Clinton, Union, Snyder, Montour, Columbia, Wayne, Pike, Susquehanna, Carbon, Sullivan, Wyoming)

**\* 2. Job Classification:**

- ☐ Caseworker I
- ☐ Caseworker II
- ☐ Caseworker III
- ☐ Other (please specify)

**\* 3. Years of Service:**

- ☐ Less than a year
- ☐ 1-2 years
- ☐ 2-4 years
- ☐ 5-10 years
- ☐ 10-15 years
- ☐ More than 15 years

**Stay Interview Survey**

**3.**

**\* 4. What do you like about your job that makes you want to stay? (check all that apply)**

- ☐ Leadership/Management of the agency
- ☐ My Supervisor
- ☐ My Colleagues
- ☐ Ability to make an impact on children and families
- ☐ Work Environment
- ☐ Salary/Benefits
- ☐ Flexibility
- ☐ Other (please specify)

**\* 5. What do you not like about your job that would make you leave? (check all that apply)**

- ☐ There is nothing at this time that would make me want to leave
- ☐ Leadership/Management of the agency
- ☐ My Supervisor
- ☐ My Colleagues
- ☐ Inability to make an impact on children and families
- ☐ Work Environment
- ☐ Salary/Benefits
- ☐ Work hours
- ☐ On-call
- ☐ Court
- ☐ Stress
- ☐ Other (please specify)

**\* 6. Do you feel appreciated and valued in your job?**

- ☐ Yes
- ☐ No

**Stay Interview Survey**

4.



**\* 7. What specialized training would help you feel more comfortable in your job? (check all that apply)**

- ☐ Drug and Alcohol
- ☐ Mental Health
- ☐ Sexual Abuse
- ☐ Investigative Skills
- ☐ Court related training (i.e. testimony, preparation for court, laws)
- ☐ Working with Older Youth
- ☐ Family Engagement strategies
- ☐ Trauma
- ☐ Technology
- ☐ Other (please specify)

## Stay Interview Survey

5.

**\* 8. How important is your direct supervisor to whether or not you stay at this job?**

- ☐ Not at all
- ☐ Important
- ☐ Extremely important

**\* 9. In one word or one sentence, what makes a really good supervisor?**

**10. In one word or one sentence, what makes a really bad supervisor?**

## Stay Interview Survey

6.

**\* 11. How stressful is going to Court?**

- ☐ Not stressful
- ☐ Sometimes stressful
- ☐ Always stressful

**12. If stressful, what causes most stress?**

- ☐ Testifying in court
- ☐ Preparation for court
- ☐ Cross Examination
- ☐ Interacting with the families after you have provided testimony
- ☐ Amount of time spent at the courthouse
- ☐ Other (please specify)

## Stay Interview Survey

7.

**\* 13. What technology do you have that is helpful? (check all that apply)**

- ☐ County cell phone
- ☐ Laptop or Tablet that can be taken into the field
- ☐ Dragon recording for automatic transcribing
- ☐ Other (please specify)

**\* 14. What technology would be helpful for you to have? (check all that apply)**

- ☐ County cell phone
- ☐ Laptop or Tablet that can be taken into the field
- ☐ Dragon recording for automatic transcribing
- ☐ Other (please specify)

## Stay Interview Survey

8.

**\* 15. Is your own family life affected by your job?**

- ☐ Never
- ☐ Rarely
- ☐ Frequently
- ☐ Always

**\* 16. Do you have a self-care plan that helps you to reduce stress?**

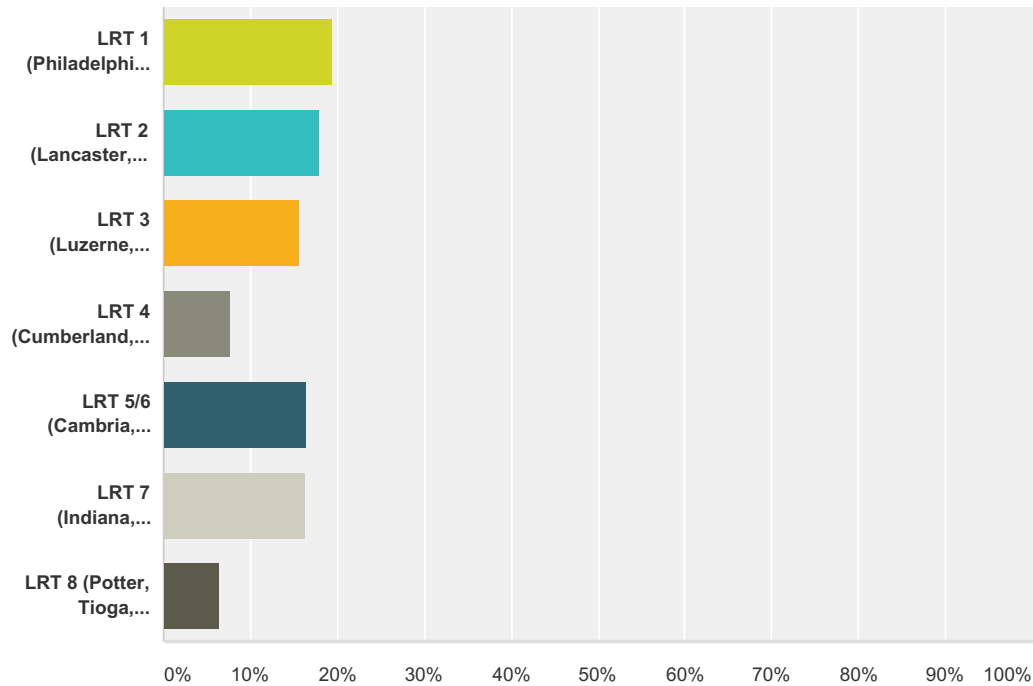
- ☐ Yes
- ☐ No

**\* 17. In one word or one sentence, what makes a really good day at your job?**

**\* 18. In one word or one sentence, what makes a really bad day at your job?**

## Q1 Leadership Roundtable:

Answered: 1,357 Skipped: 0

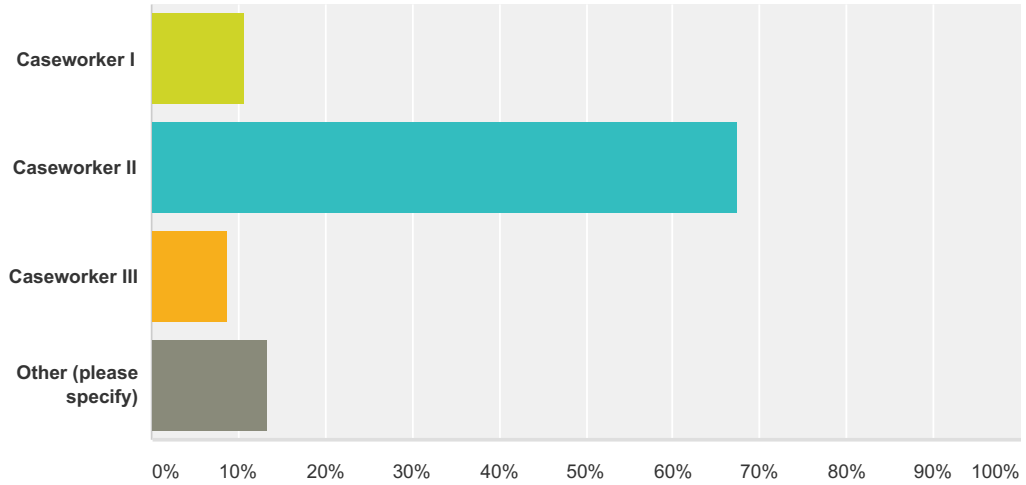


Answer Choices	Responses
LRT 1 (Philadelphia, Allegheny, Montgomery, Bucks, Delaware)	19.38% 263
LRT 2 (Lancaster, Chester, York, Berks, Westmoreland)	17.91% 243
LRT 3 (Luzerne, Lehigh, Lackawanna, Northampton, Dauphin)	15.62% 212
LRT 4 (Cumberland, Erie, Washington, Beaver, Butler)	7.66% 104
LRT 5/6 (Cambria, Schuylkill, Fayette, Franklin, Fulton, Monroe, Centre, Blair, Lebanon, Lycoming, Northumberland, Adams)	16.51% 224
LRT 7 (Indiana, Clearfield, Armstrong, Jefferson, Clarion, Venango, Warren, Forest, McKean, Elk, Cameron, Somerset, Bedford, Huntingdon, Mifflin, Juniata, Perry, Greene, Mercer, Lawrence, Crawford)	16.36% 222
LRT 8 (Potter, Tioga, Bradford, Clinton, Union, Snyder, Montour, Columbia, Wayne, Pike, Susquehanna, Carbon, Sullivan, Wyoming)	6.56% 89
<b>Total</b>	<b>1,357</b>

## Q2 Job Classification:

Answered: 1,357 Skipped: 0

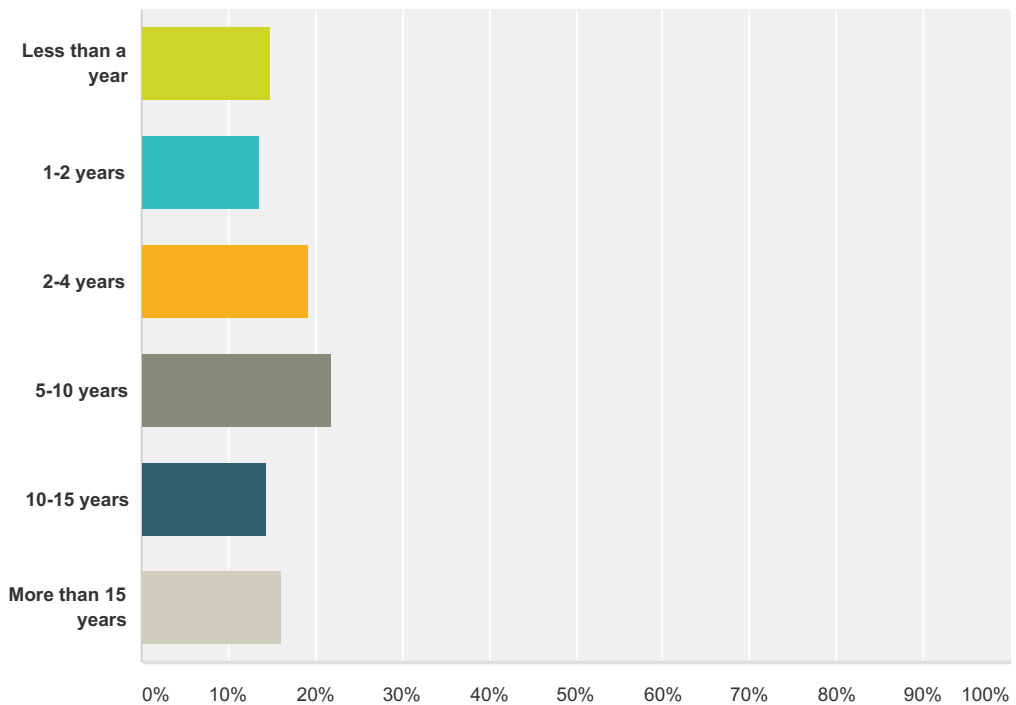
### Stay Interview Survey



Answer Choices	Responses	
Caseworker I	10.69%	145
Caseworker II	67.35%	914
Caseworker III	8.70%	118
Other (please specify)	13.26%	180
<b>Total</b>		<b>1,357</b>

### Q3 Years of Service:

Answered: 1,357 Skipped: 0



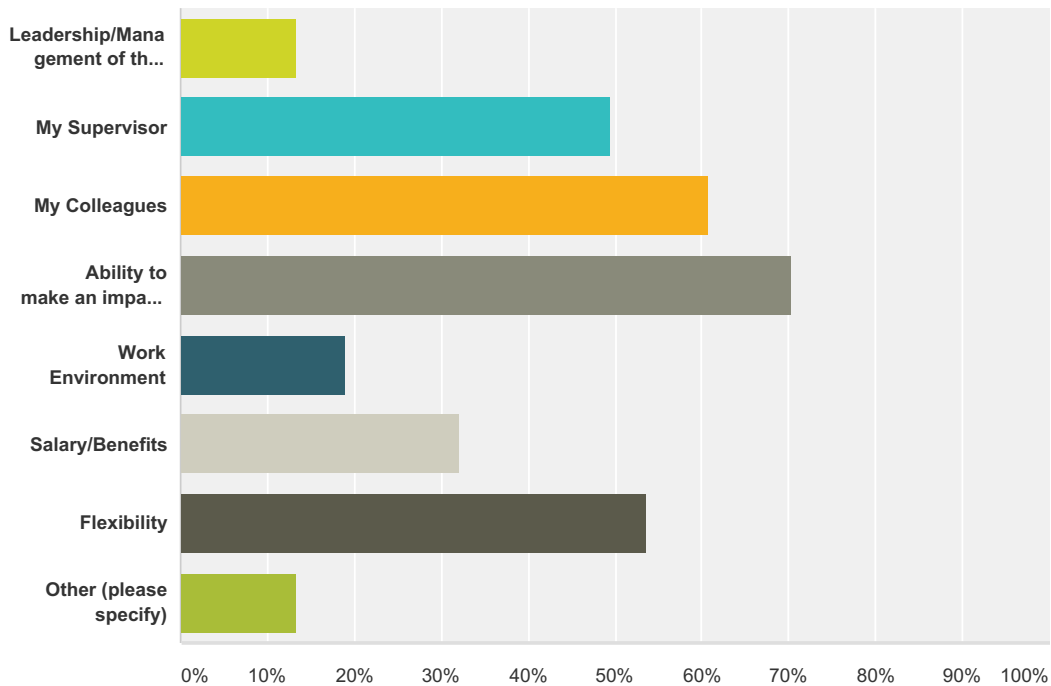
Answer Choices	Responses	
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## Stay Interview Survey

Less than a year	14.81%	201
1-2 years	13.49%	183
2-4 years	19.31%	262
5-10 years	21.89%	297
10-15 years	14.37%	195
More than 15 years	16.14%	219
<b>Total</b>		<b>1,357</b>

### Q4 What do you like about your job that makes you want to stay? (check all that apply)

Answered: 1,314 Skipped: 43



Answer Choices	Responses
Leadership/Management of the agency	13.32% 175
My Supervisor	49.39% 649
My Colleagues	60.81% 799
Ability to make an impact on children and families	70.40% 925
Work Environment	18.95% 249
Salary/Benefits	32.19% 423
Flexibility	53.73% 706
Other (please specify)	13.39% 176

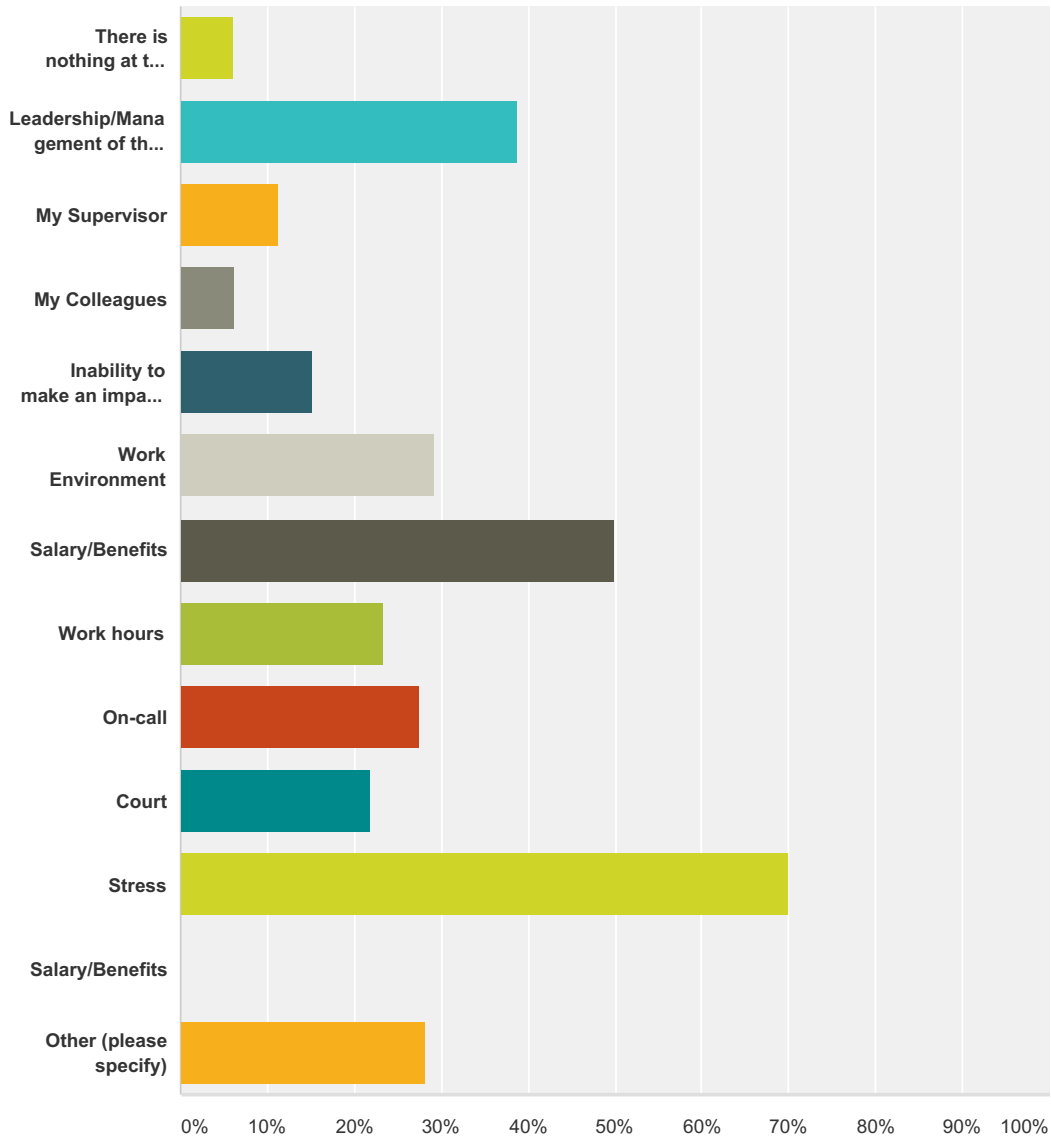


## Stay Interview Survey

Total Respondents: 1,314

### Q5 What do you not like about your job that would make you leave? (check all that apply)

Answered: 1,314 Skipped: 43



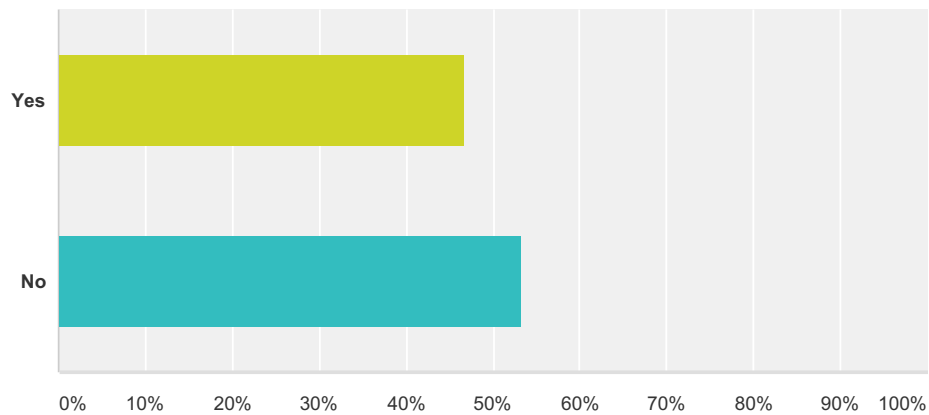
Answer Choices	Responses
There is nothing at this time that would make me want to leave	6.01% 79
Leadership/Management of the agency	38.81% 510
My Supervisor	11.26% 148
My Colleagues	6.24% 82
Inability to make an impact on children and families	15.30% 201
Work Environment	29.22% 384

## Stay Interview Survey

Salary/Benefits	49.92%	656
Work hours	23.29%	306
On-call	27.47%	361
Court	21.92%	288
Stress	69.94%	919
Salary/Benefits	0.00%	0
Other (please specify)	28.08%	369
<b>Total Respondents: 1,314</b>		

### Q6 Do you feel appreciated and valued in your job?

Answered: 1,314 Skipped: 43

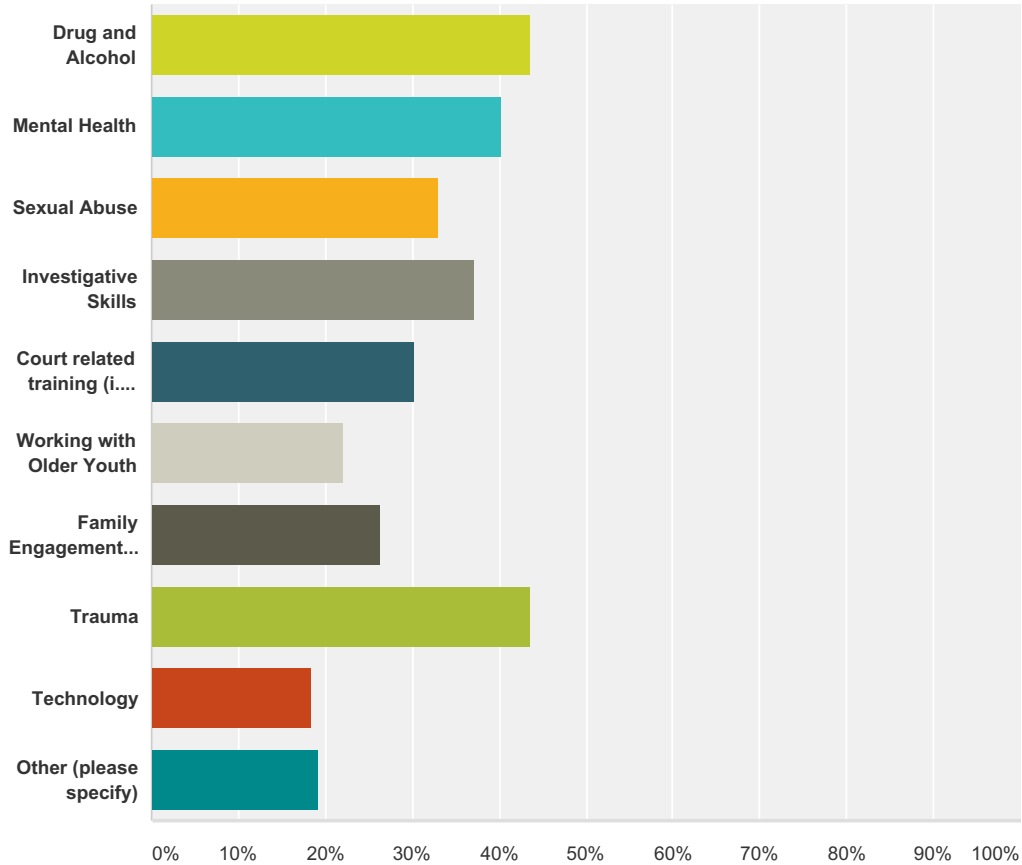


Answer Choices	Responses	
Yes	46.73%	614
No	53.27%	700
<b>Total</b>		<b>1,314</b>

### Q7 What specialized training would help you feel more comfortable in your job? (check all that apply)

Answered: 1,305 Skipped: 52

## Stay Interview Survey

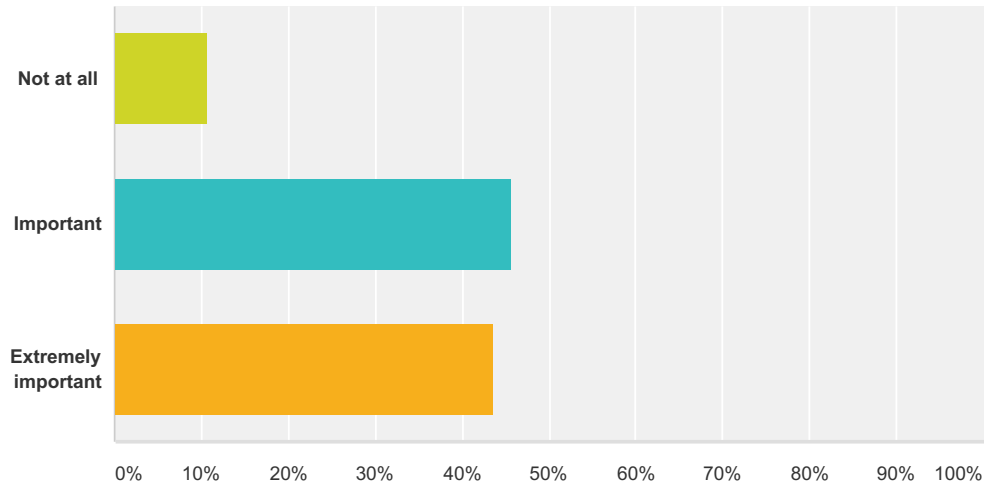


Answer Choices	Responses
Drug and Alcohol	43.68% 570
Mental Health	40.31% 526
Sexual Abuse	33.03% 431
Investigative Skills	37.09% 484
Court related training (i.e. testimony, preparation for court, laws)	30.27% 395
Working with Older Youth	22.15% 289
Family Engagement strategies	26.28% 343
Trauma	43.60% 569
Technology	18.31% 239
Other (please specify)	19.23% 251
Total Respondents: 1,305	

## Q8 How important is your direct supervisor to whether or not you stay at this job?

Answered: 1,291 Skipped: 66

### Stay Interview Survey



Answer Choices	Responses
Not at all	10.69% 138
Important	45.62% 589
Extremely important	43.69% 564
Total	1,291

### Q9 In one word or one sentence, what makes a really good supervisor?

Answered: 1,290 Skipped: 67

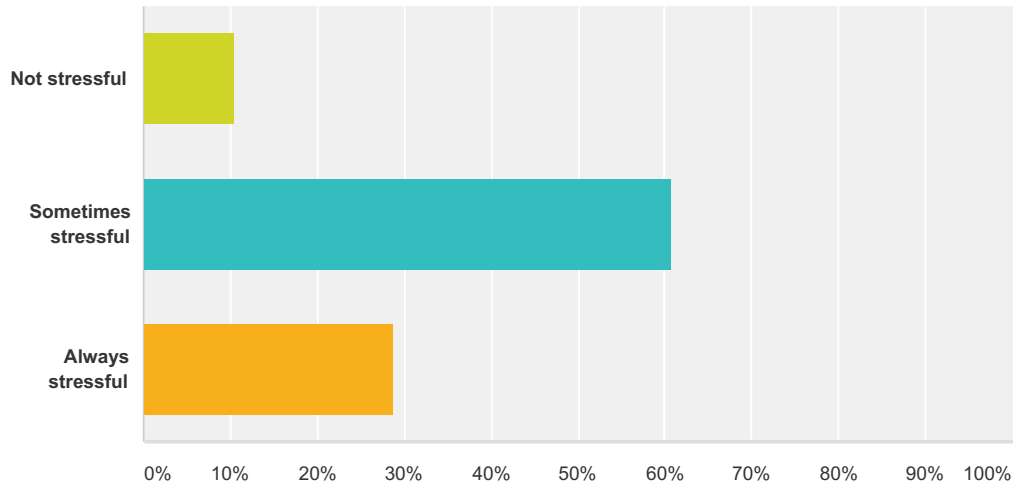
### Q10 In one word or one sentence, what makes a really bad supervisor?

Answered: 1,235 Skipped: 122

### Q11 How stressful is going to Court?

Answered: 1,289 Skipped: 68

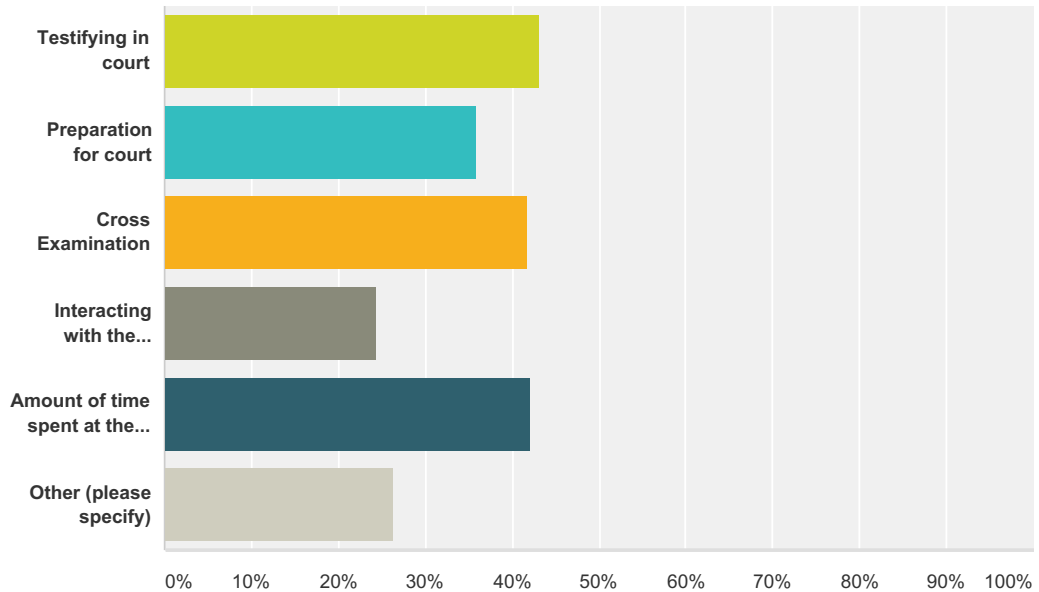
### Stay Interview Survey



Answer Choices	Responses
Not stressful	10.47% 135
Sometimes stressful	60.67% 782
Always stressful	28.86% 372
<b>Total</b>	<b>1,289</b>

### Q12 If stressful, what causes most stress?

Answered: 1,189 Skipped: 168



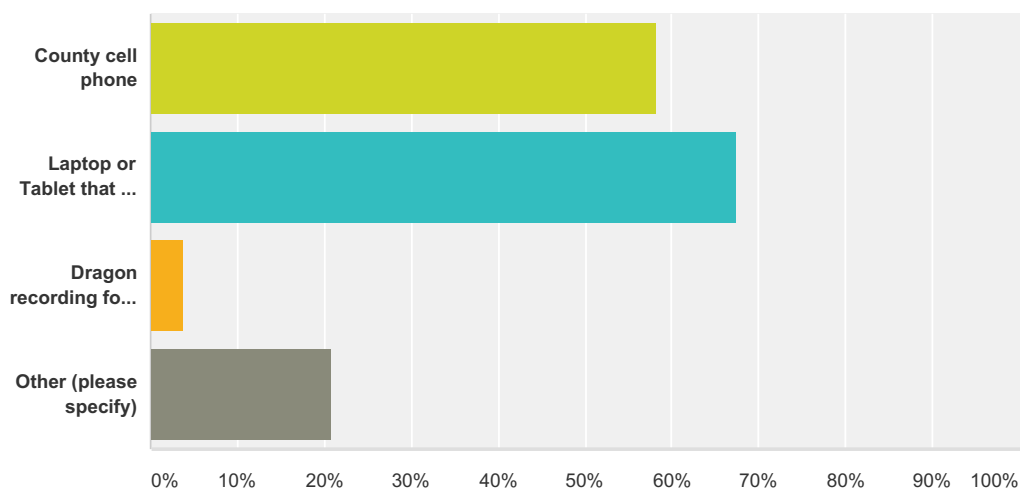
Answer Choices	Responses
Testifying in court	43.15% 513
Preparation for court	36.00% 428
Cross Examination	41.80% 497

## Stay Interview Survey

Interacting with the families after you have provided testimony	24.47%	291
Amount of time spent at the courthouse	42.14%	501
Other (please specify)	26.32%	313
<b>Total Respondents: 1,189</b>		

### Q13 What technology do you have that is helpful? (check all that apply)

Answered: 1,283 Skipped: 74

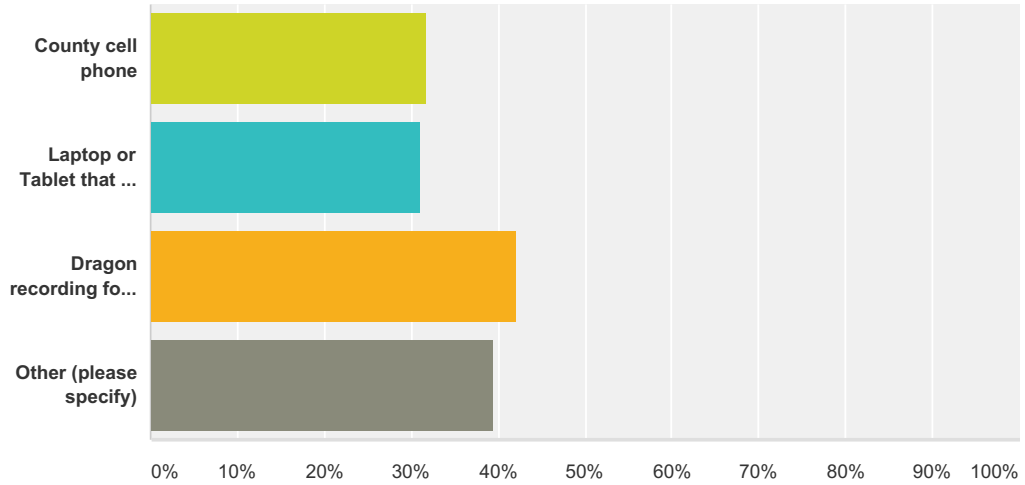


Answer Choices	Responses
County cell phone	58.22% 747
Laptop or Tablet that can be taken into the field	67.50% 866
Dragon recording for automatic transcribing	3.74% 48
Other (please specify)	20.97% 269
<b>Total Respondents: 1,283</b>	

### Q14 What technology would be helpful for you to have? (check all that apply)

Answered: 1,283 Skipped: 74

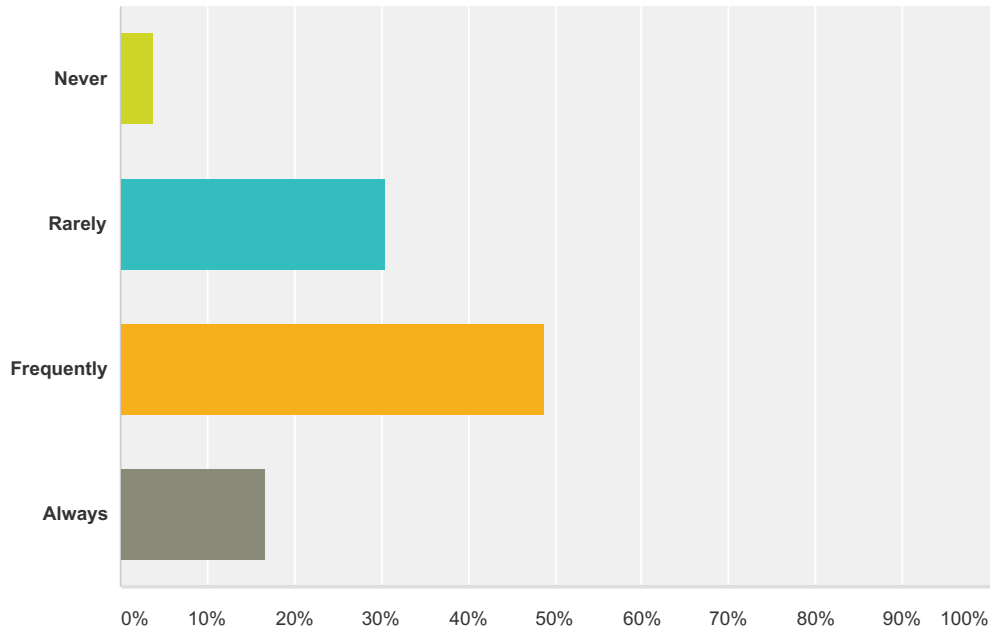
### Stay Interview Survey



Answer Choices	Responses	
County cell phone	31.80%	408
Laptop or Tablet that can be taken into the field	31.18%	400
Dragon recording for automatic transcribing	42.09%	540
Other (please specify)	39.44%	506
Total Respondents: 1,283		

### Q15 Is your own family life affected by your job?

Answered: 1,270 Skipped: 87



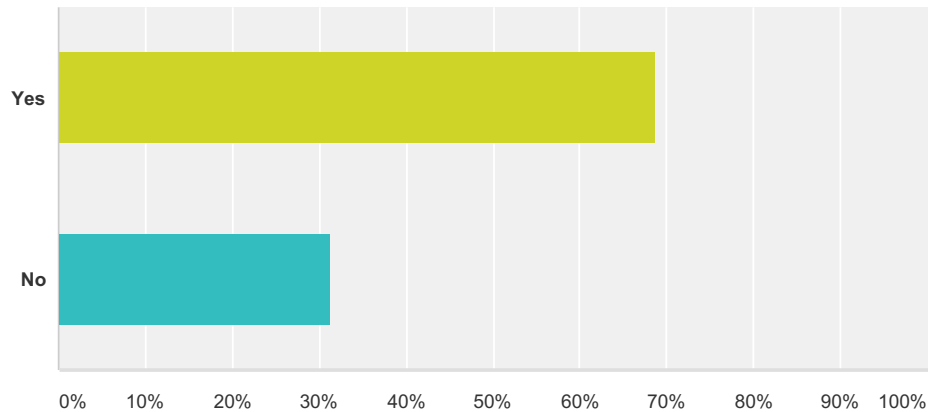
Answer Choices	Responses
Never	3.86%

## Stay Interview Survey

Rarely	30.55%	388
Frequently	48.90%	621
Always	16.69%	212
<b>Total</b>		<b>1,270</b>

### Q16 Do you have a self-care plan that helps you to reduce stress?

Answered: 1,270 Skipped: 87



Answer Choices	Responses	
Yes	68.58%	871
No	31.42%	399
<b>Total</b>		<b>1,270</b>

### Q17 In one word or one sentence, what makes a really good day at your job?

Answered: 1,270 Skipped: 87

### Q18 In one word or one sentence, what makes a really bad day at your job?


Answered: 1,267 Skipped: 90





### EFFECTIVE ONBOARDING >

- Higher job satisfaction
- Lower staff turnover
- Lower stress levels
- Organizational commitment
- Staff become more competent faster
- Organizational consistency
- Clients receive a better service

A cartoon illustration of a green frog with yellow eyes, sitting on a blue lily pad.


### BEST PRACTICES FOR ONBOARDING

- Be ready for the new employee
- Make the first day special
- Use formal orientation programs
- Develop a clear onboarding plan
- Make orientation meetings mandatory
- Be sure the program is consistently implemented.

A cartoon illustration of a green frog with yellow eyes, sitting on a blue lily pad.

### BEST PRACTICES FOR ONBOARDING (SLIDE 2)

- Ensure that the program is monitored over time
- Use technology to facilitate the process
- Use milestones to check on employee progress
- Engage stakeholders in planning
- Include key stakeholder meetings
- Be crystal clear with employees in terms of:
  - Objectives, Timelines, Roles, Responsibilities.

A cartoon illustration of a green frog with yellow eyes, sitting on a blue lily pad.

## THE PROBLEM

Frequent staff turnover tends to have negative effects  
 More than 25 % of the U.S. population experiences some type of career transition each year  
 ½ of all hourly workers leave new jobs in 1st four months  
 ½ of an organization's turnover occurs in 1<sup>st</sup> year  
 ½ of outside management hires fail within 18 months  
 Cost of a bad hire is often more than \$25,000



## THE STRUGGLE

Need new workers to become productive ASAP  
 It costs real dollars to provide time for training  
 It costs real dollars to pay for trainers  
 There can be inconsistencies in how people are trained by different supervisors



## LEARNING FROM OTHER COMPANIES

Red Bull: Inspiring management; Believe in their product; Succinct clear frequent performance feedback; Significant incentives.  
 American Eagle: Formal training process; Incentives  
 Corning Glass Works: New employees who attended a structured orientation program were 69% more likely to remain at the company for 3 years.



## "L'OREAL FIT" ONBOARDING

Training and Round table discussion  
 Meeting with key insiders  
 On the job learning supported by line managers  
 Individual mentoring and HR support  
 Field and Product experiences such as site visits and shadowing other staff



## IBM'S ONBOARDING PROCESS

Affirming- Begins prior to start date- Welcoming  
 Beginning- Occurs during the 1<sup>st</sup> 30 days- Clarify roles and responsibilities  
 Connecting- 1<sup>st</sup> year on the job:  
     2 months- Networking is a priority  
     4-6 months- Learning the IBM Way  
     6-12 months- Mentor/Coach is key to transmit the cultural values and share processes and tools



## 4 LEVELS OF SUCCESSFUL ONBOARDING

Self confidence  
 Role Clarity  
 Social Integration  
 Knowledge of & fit within organizational culture



## EMOTIONAL PHASES 1<sup>ST</sup> 6 MONTHS

Uninformed Certainty  
 Informed Doubt  
 Realistic Concern  
 Informed Certainty



## FOUR C'S (BUILDING BLOCKS OF ONBOARDING)

Compliance  
 Clarification  
 Culture  
 Connection



### TO MAXIMIZE ONBOARDING SUCCESS:

#### New employee should:

- Gather information
- Manage first impressions
- Invest in relationship development
- Seek feedback
- Show success early on



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### CYF: MISSION AND VALUES DRIVEN

- Staff motivated by "doing good and making a difference"
- Attention to feelings, showing appreciation and strengthening resiliency are important.
- Respect for a person's strengths, uniqueness and rights are primary elements in the success of staff retention efforts.
- Tailor staff assignments to individual interests
- Connect staff to career development opportunities



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### DEVELOPING THE ONBOARDING PROGRAM

- Workforce Development Meetings
- Research Onboarding and Retention
- Survey and Interview all levels of staff
- Identify Needs of agency, management staff and new workers
- Identify Benchmarks/Competencies staff should have to accomplish mission of agency
- Gear the Onboarding program to meet the needs and mission of the agency



### DEVELOPING THE ONBOARDING PROGRAM (CONT.)

- Create List of topics to be addressed
- Identify the "Experts" to teach each topic
- Make a Schedule for the Orientation Meetings
- Identify Mentors
- Make Shadowing Plan (Case notes and reports while shadowing) Court, School, home visits, meetings.
- Create Staff Bulletin Board



**DEVELOPING THE ONBOARDING PROGRAM (CONT.)**

Make Graduation Celebration plan to include presentation to all staff

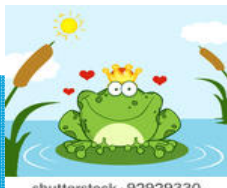
Framed Certificate of Completion of Orientation

Focus on helping the new employee to become competent as fast as possible.

Emphasis on Developing relationships and undergirding ("to provide support", provide a firm base", to secure underneath")

Field trips to see Community Resources

Track and monitor outside training series



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**KEY COMPONENTS OF CC CYF ONBOARDING PROGRAM**

100% support from Administration

Continuous individual check ins

Mentoring in many forms

Periodic interviews of new workers and staff on all levels for feedback and continued assessment and adjustment of process

Teach Communication Styles and Learning Styles. Have new employees and supervisors compare their styles



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**KEY COMPONENTS (CONT.)**

Welcome Event

Building Orientation, Computer, Phone, HIPPA, Confidentiality, Orientation Overview by Orienteer

County Orientation

Computer Orientation

Orientation Binder, Schedule, Checklist, Training Schedule/Summary, Shadowing List, Meeting Checklist

Individual Check-Ins Weekly

Orientation Class Weekly for 6 Months



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**USE "STAND ALONE" CLASSROOM APPROACH**

One can enter Orientation group at any point

Efficient

Relationship building>retention

Cohort style>cross training

Commitment to advance a common purpose

Peer expectations

Consistency

Mentoring



### USE "EXPERTS" TO TEACH TOPICS:

Impactful for new staff to hear from the sups/managers  
Creates "buy-in" for supervisors and managers  
Creates a feeling of appreciation that the management staff takes time to focus on new staff  
New staff feel valued  
It's a time for the speaker to mentor staff.



### CC CYF ORIENTATION TOPICS

County Orientation  
CYF Orientation beginning hours with Orienteer: Operation issues; Building Tour; Orientation Binders and Schedules; Brief CAPS Overview; Outlook overview; Obtain ID badges; Building Security; Assignment to complete HIPPA and Confidentiality Quizzes  
Meet and Greet  
CYF Overview by Unit Managers  
Travel Procedures and Forms  
Procedures/Forms to Access Funds for Clients  
FF/FC/HAT/Agency Funding, IVE Funding



### ORIENTATION TOPICS (CONT.)

Vision and Values  
Ethics  
Professionalism  
Self Care  
Dependency and CPSL  
ICWA training  
Purchased Care/Independent Living  
Addiction 101 training



### ORIENTATION TOPICS (CONT.)

Reunification Services  
"From Place to Place" video  
Preparing for Court  
CW Field Safety  
Foster Care/Home Finding  
Learning Styles  
Purchased Services



### ORIENTATION TOPICS (CONT.)

Adoption Unit  
Forms Clinic  
Immigration Team  
Case Record construction and review  
FGDM  
Car Seat Safety  
MH/IDD and Liaison's role



### ORIENTATION TOPICS (CONT.)

Education Liaison  
Independent Living Program/Procedures  
Disproportionality  
SCR and LEP  
Accessing Child Serving Systems  
Accessing Adult Serving Systems  
Family History  
Engaging the non-custodial parent



### TOURS

Tour: Coatesville Youth Initiative, La  
Comunidad, CYWA  
Tour Child Guidance Resource Center and Youth  
Center  
Tour "The Hood" and "Career Link"  
Tour of JPO and Courtroom Meeting with Master  
Cauley



### OTHER MEETINGS AND SHADOWING

Attend: All different types of Unit Meetings, as  
well as: Permanency Planning Review,  
Administrative Review, In-Home Case Review,  
Clinical Case Review, Shared Case Review.  
Attend 20 days of Child Welfare Training  
Shadow caseworkers in each Unit.  
Individual sessions with Orienteer as needed.





### ONGOING EVALUATION OF PROGRAM:

Weekly Individual check-ins with new employee  
 Periodic discussion with supervisory/management staff  
 Graduation Celebration at 6 months  
 Written survey at 7 months  
 9 month meeting with New employee, Orienteer and Deputy Director to get feedback from staff and discuss future goals  
 Orienteer and supervisors discuss employee's progress and any concerns



### GOALS OF CC CYF ONBOARDING PROGRAM

Create an environment that enables new workers to become competent quickly.  
 Provide new staff with the tools and support they need to provide quality services to families.  
 Instill a sense of belonging and loyalty to the new workers so that they will choose to stay.  
 Enable new staff to become an integral part of the CYF team and have a positive impact on the CYF culture.



### STAFF BULLETIN BOARD



### STAFF BULLETIN BOARD



ON A TOUR OF COMMUNITY RESOURCES



DIRECTOR SPEAKING AT GRADUATION



GRADUATION



GRADUATES



GRADUATES AND MENTOR/ORIENTEER



GRADUATION LUNCH



ANNIVERSARY CELEBRATION



PRESENTATION OF GRADUATES IN GBM



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THANK YOU!



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