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Recruitment and Retention of Child Welfare Workers 2005-2007

Keeping Public Child Welfare Workers on the Job.

Weaver, Dale. Chang, Janet. Clark, Sherrill. Rhee, Siyon.

2007

Administration in Social Work.

31 (2) p. 5-25

Publication Information: Binghamton, NY : Haworth Social Work Practice Press.

Haworth Press

10 Alice Street

Binghamton, NY 13904-1580

Tel: 800-429-6784

Fax: 800-895-0582

getinfo@haworthpressinc.com

Available From: <http://www.haworthpress.com>

The retention of public child welfare workers is of increasing concern in today's social work job market. This article presents results of a longitudinal study developing predictors of turnover among newly hired public child welfare workers. Comparisons are made between predictors of intention to leave and predictors of actually leaving the job as alternative outcomes. Attitudes of workers in response-to-job conditions are more likely to predict intention to leave than actually leaving. Time to receiving a full caseload, which is under the control of administrators, is an important predictor of leaving the job. Other lessons for administration are discussed. (Author abstract)

Supporting Child Welfare Supervisors to Improve Worker Retention.

Landsman, Miriam.

2007

Child Welfare.

86 (1) p. 105-124

Child Welfare League of America

2345 Crystal Drive, Suite 250

Arlington, VA 22202

Tel: 703-412-2400

Fax: 703-412-2401

order@cwla.org

Available From: <http://www.cwla.org/>

Recent child welfare research has identified supervisors as key to retaining qualified and committed workers. This paper describes implementation of a federally funded child welfare training initiative designed to improve worker retention largely through developing, implementing, and evaluating a statewide supervisor training program in a Midwestern state. Unique to this collaborative effort was involving all child welfare supervisors in identifying needed content components, developing competencies, and conducting self-assessments.

(Author abstract)

Improving the Child Welfare Workforce: Lessons Learned from Class Action Litigation.

Farber, Julie. Munson, Sara.

National Center for Youth Law (U.S.)

2007

National Center for Youth Law

114 Sansome St., Suite 900

San Francisco, CA 94104

Tel: 415-543-3307

info@youthlaw.org

Available From: <http://www.youthlaw.org/>

Sponsoring Organization: Cornerstones for Children

In this paper, Children's Rights and the National Center for Youth Law review numerous efforts to strengthen the child welfare workforce with a focus on litigation in twelve jurisdictions across the nation. In the child welfare field, reform has frequently been driven by class action litigation, which has served as a catalyst to enhance resources and address critical workforce issues.

(Author abstract)

http://www.youthlaw.org/fileadmin/ncyl/youthlaw/child_welfare/FINAL--FULL_REPORT--IMPROVING_CHILD_WELFARE_WORKFORCE.pdf

Improving the Child Welfare Workforce.

Farber, Julie. Munson, Sara.

National Center for Youth Law (U.S.)

2007

Youth Law News

28 (1) p. 17-19

National Center for Youth Law

114 Sansome St., Suite 900

San Francisco, CA 94104

Tel: 415-543-3307

info@youthlaw.org

Available From: <http://www.youthlaw.org/>

Abstract unavailable.

Child Welfare Worker Retention.

North Carolina. Division of Social Services. North Carolina. Family and Children's Resource Program.

2007

Children's Services Practice Notes

This issue of Practice Notes describes the efforts currently being made by the UNC-Chapel Hill's recruitment and retention project, and it presents suggestions for things frontline staff, supervisors, administrators, and agency directors can do to solve the workforce crisis.

http://www.practicenotes.org/vol12_no1.htm

http://www.practicenotes.org/vol12_no1/cspnv12n1.pdf

Developing Models of Effective Child Welfare Staff Recruitment and Retention Training: Training Series: Staff Retention in Child and Family Services.

Training Series: Staff Retention in Child and Family Services.

Michigan State University. Michigan. Dept. of Human Services. Michigan Federation for Children and Families.

2007

Michigan State University; School of Social Work

254 Baker Hall

East Lansing, MI 48824

Tel: 517/353-8616

Fax: 517/353-3038

socialwork@ssc.msu.edu

Available From: <http://www.socialwork.msu.edu/>

The purpose of this training series of workbooks is to increase child and family service agencies' effectiveness in developing and retaining their staff by applying information from research and best retention practices to their work. A workbook is provided for each of the following subjects in the core curriculum series: The Role of Leaders in Staff Retention; The Practice of Retention-Focused Supervision; Working with Differences; Communications Skills; The First Six Months; and Recruiting and Selecting the Right Staff in Child and Family Service. (Author abstract)

http://www.socialwork.msu.edu/outreach/childwelfare_curriculum.html

Predictors of child welfare worker retention and performance focus on Title IV-E-funded social work education.

Rosenthal, James A. Waters, Elaine.

2006

Journal of Social Service Research

32 (3) p. 67-85

Available from: Haworth Press

10 Alice Street

Binghamton, NY 13904-1580

Tel: 800-429-6784

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Available From: <http://www.haworthpress.com>

Using administrative records, this paper tracks for up to four years using Cox survival methods the retention of 839 public child welfare workers who began child welfare work in 1999. It also examines, using ordinal logistic regression, supervisory performance evaluations of 382 of these workers. Participation in a IV-E-funded social work educational program predicted better retention. In particular, risk of termination decreased by 52% during the mandated contractual employment period in which the educational stipend was "worked off." Other predictors of longer retention included prior non-child welfare employment at the public agency and working in the state office setting. Temporary job classification predicted higher risk of termination. With temporary classifications excluded, female gender predicted better retention. In exploratory Cox frailty regressions, neither county of employment nor supervisor explained significant variance in retention. Involvement with the IV-E funded social work program was not associated significantly with supervisory ratings. Regression analyses revealed an association between an ethnic group's representation in the population of child welfare workers and supervisory evaluation; the greater that representation, the higher the overall evaluation for the group. (Author abstract)

Supporting and Improving the Child Welfare Workforce: A Review of Program Improvement Plans (PIPs) and Recommendations for Strengthening the Child and Family Service Reviews (CFSRs).

Children's Defense Fund. Children's Rights.

2006

National Center for Youth Law

114 Sansome St., Suite 900

San Francisco, CA 94104

Tel: 415-543-3307

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Available From: <http://www.youthlaw.org/>

Sponsoring Organization: Cornerstones for Kids.

A supported, skilled, and informed workforce is central to improving outcomes for children and families in the child welfare system. The Children's Defense Fund (CDF) and Children's Rights are engaged with a number of national partners to develop federal policy recommendations designed to improve the quality of the child welfare workforce, with the ultimate goal of improving outcomes for children and families that come in contact with the child welfare system. As part of this work, CDF and Children's Rights reviewed the extent to which workforce issues were being identified and addressed by states as part of the federal Child and Family Service Reviews (CFSRs) and Program Improvements Plans (PIPs) that all states were required by federal law to complete. This paper provides the results of the review of the PIPs in 50 states, the

District of Columbia, and Puerto Rico. (Author abstract)

http://www.childrendefense.org/site/DocServer/CW_Workforce_Report_3.pdf?docID=3565

Why do they leave? : Modeling child welfare workers' turnover intentions.

Mor Barak, Michaelle E. Levin, Amy. Nissly, Jan A. Lane, Christianne L.

2006

Children and youth services review

28 p. 548-577

Available from: Elsevier

Customer Service Department 6277 Sea Harbor Drive

Orlando, FL 32887-4800

Tel: +1 (877) 839-7126

Fax: +1 (407) 363-1354

usjcs@elsevier.com

Available From: <http://www.elsevier.com/>

The high rates of turnover in the child welfare field have grave implications for service provision to vulnerable populations. Using mixed methods with SEM and constant comparative content analyses, the study tested a theoretical model of intention to leave among child welfare workers. The theoretical model was found to fit the data well, indicating that diversity, together with a stressful, unjust, exclusionary and non-supportive organizational climate, negatively influence individual well-being, job satisfaction and organizational commitment, resulting in intention to leave the job. Study findings hold implications for supervisory recruitment and training, structural and procedural systems reform, and future research. (Author abstract)

Improving retention among public child welfare workers : what can we learn from the insights and experiences of committed survivors?

Westbrook, Tonya M. Ellis, Jackie. Ellett, Alberta J.

2006

Administration in social work.

30 (4) p. 37-62

Publication Information: Binghamton, NY : Haworth Social Work Practice Press.

Haworth Press

10 Alice Street

Binghamton, NY 13904-1580

Tel: 800-429-6784

Fax: 800-895-0582

getinfo@haworthpressinc.com

Available From: <http://www.haworthpress.com>

This study expands understanding of personal and organizational factors related to retention among public child welfare workers and supervisors from the personal experiences of highly competent, long-term employees, following the original terminology used by Ellett and Ellett (1997), we termed the committed survivors. A series of focus group interviews was completed

with child welfare employees in urban, suburban, and rural settings. The results of the study are described in six sections: (a) Engagement and Involvement of Participants; (b) Reminiscence: Organizational; (c) Reminiscence: Societal; (d) Personal Characteristics; (e) Core Themes; and (f) Group Differences. Implications of the findings for local administrators, supervisors and higher-level administrators to enhance employee retention, and for social work educators are discussed. (Author abstract)

Key strategies to educate public child welfare workers and improve child welfare systems.

Promising practices

Zlotnik, Joan Levy. McCarthy, Mary. Briar-Lawson, Katharine.

Harvard Family Research Project.

2006

Evaluation exchange

11 (4) p. 10, 22

Publication Information: Cambridge, MA : Harvard Graduate School of Education. Harvard Family Research Project.

Available from: Harvard Family Research Project

3 Garden Street

Cambridge, MA 02138

Tel: 617-495-9108

Fax: 617-495-8594

hfrp@gse.harvard.edu

Available From: <http://www.gse.harvard.edu/hfrp/index.html>

Joan Levy Zlotnik, Mary McCarthy, and Katharine Briar-Lawson review research and evaluation findings on public agency-university partnerships to educate public child welfare workers and the impact of such partnerships on workforce retention. (Author abstract)

<http://www.gse.harvard.edu/hfrp/eval/issue32/pp2.html>

<http://www.gse.harvard.edu/hfrp/content/eval/issue32/winter2005-2006.pdf>

Workforce retention study. Executive summary.

State University of New York at Albany. School of Social Welfare. Social Work Education Consortium.

2006

New York State Office of Children and Family Services

Capital View Office Park 52 Washington Street

Rensselaer, NY 12144-2796

Tel: (518) 473-7793

Fax: (518) 486-7550

<http://www.ocfs.state.ny.us/main/contact/contact.asp>

Available From: <http://www.ocfs.state.ny.us>

Sponsoring Organization: New York (State). Office of Children and Family Services.

This executive summary highlights findings from a study that investigated whether workplace

improvements implemented since 2001 have resulted in the retention of social workers in New York State. The study administered a survey to 12 county agencies (n=226 individuals) that had originally been surveyed in 2002. Findings from 2005 indicate: the average number of years that workers have been in their current agency and position increased; the average number of years in the current agency decreased for supervisors but increased slightly for their current position; in 2002, the median number of children in a caseload was 30 while in 2005 the median number was 25 and the average was 27; and the amount of time reported in direct service activities increased by 4.48% (from 26.35% to 30.83%) and the amount of time spent on paperwork decreased by 6.2% from 42.15% to 35.95% in 2005. The report concludes that in 2005 there was greater agreement among respondents about the presence of effective practices, and that it appears that counties are making some positive changes in organizational and supervisory practices.

<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Executive%20Summary%20-%20Workforce%20Retention%20Study.pdf>

A Complex Partnership to Optimize and Stabilize the Public Child Welfare Workforce.

Lawson, Hal A. McCarthy, Mary. Briar-Lawson, Katharine. Miraglia, Peter. Strolin, Jessica. Caringi, James.

2006

Professional Development : The International Journal of Continuing Social Work Education.

9 (2) p. 122-139

Publication Information: Philadelphia, PA : Temple University, The Center for Social Policy and Community Development, School of Social Administration.

Professional Development: The International Journal of Continuing Social Work Education

Temple University Ritter Annex, Room 511 13th and Cecil B. Moore Avenue

Philadelphia, PA 19122

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Fax: 215-204-3429

srosenth@unix.temple.edu

Available From: <http://www.temple.edu/professionaldevelopment>

This article introduces a complex partnership developed in a Northeastern state. Its' aim is to optimize and stabilize the public child welfare workforce and thereby improve outcomes for clients as well as results for county and borough agencies. To achieve this aim, this partnership has implemented a comprehensive, multi-faceted strategy. Intermediaries play pivotal roles in this partnership system. Originating with a focus on social work education, this partnership quickly focused on research. Participatory workforce research aimed at understanding turnover led to a hybrid, complex intervention involving team-driven participatory action research and learning in local agencies. These design teams, facilitated by social workers, connect professional development and organizational development to retention planning and ultimately, to workforce optimization initiatives. (Author abstract)

Capturing promising practices in recruitment and retention of frontline youth workers.

National Collaboration for Youth.

2006

Available from: National Youth Development Information Center
c/o National Collaboration for Youth 1319 F Street, NW, Suite 402
Washington, DC 20004

Tel: (202) 347-2080

Fax: (202) 393-4517

Available From: <http://www.nydic.org>

Several themes emerge in the youth work and organizational psychology literatures as factors essential to promoting worker success: (1) adequate compensation and opportunities for advancement; (2) opportunities for professional development and training; (3) a supportive environment that fosters success (this includes adequate supervision and a climate of collaboration); (4) clear role descriptions and perceived competence to perform those roles; (5) a sense that staff members' work is valued; and (6) opportunities for networking. While each of these features individually plays a substantial role in how individuals perceive their work environments, it is difficult to separate them completely in a practical sense. For example, individuals need to be adequately compensated and have a clear understanding of their role within the context of the organizational mission in order to be motivated to pursue professional development opportunities. In addition, staff need to have a sense that their work has meaning and that they are supported and valued by supervisors and co-workers. With these elements in place, youth service organizations will also be in a position to promote a more professional image of youth work. This publication presents numerous strategies focused on either recruitment or retention. Strategies aimed at staff recruitment are presented first. We provide promising practices for offering incentives, using the Internet as a recruitment tool and recruiting youth workers from diverse populations. Staff retention strategies are presented next, and include promising practices that encompass compensation, career advancement, professional development, respecting and valuing workers, creating a supportive and inclusive environment and establishing peer networks. We conclude with recommendations for both local and national organizations. (Author abstract)

<http://www.nydic.org/nydic/CapturingFinalReport.htm>

Workforce retention study : statistical report, 2005-2006.

State University of New York at Albany. School of Social Welfare. Social Work Education Consortium.

2006

New York State Office of Children and Family Services
Capital View Office Park 52 Washington Street
Rensselaer, NY 12144-2796

Tel: (518) 473-7793

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<http://www.ocfs.state.ny.us/main/contact/contact.asp>

Available From: <http://www.ocfs.state.ny.us>

Sponsoring Organization: New York (State). Office of Children and Family Services.

Charts are presented that illustrate the impact of workplace improvements on the retention of social workers in New York State from 2001 to 2005. A study administered a survey to 12 county agencies (n=226 individuals) that had originally been surveyed in 2002. Charts include information on: demographics of social workers and supervisors, length of service, salaries, and promotional opportunities; worker retention, including intention to leave, reasons to leave, changes need to stay, and reasons to stay; career experience, including task breakdown, caseload, and opinions about child welfare career; and organizational factors, including clarity and coherence of practice, life-work fit, goal attainment and job satisfaction, job supports, training, salaries, supervisor support, and supervisor competency. Findings indicate counties are making some positive changes in organizational and supervisory practices. Numerous charts.

<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Workforce%20Retention%20Study%20-%20Statistical%20Report.pdf>

The Retention of Public Child Welfare Workers.

Weaver, Dale. Chang, Janet. Gil de Gibaja, Mona.

California Social Work Education Center.

California State University, Los Angeles. School of Social Work.

2006

Available from: California Child Welfare Resource Library

California State University, Long Beach, Dept. of Social Work 1250 Bellflower Boulevard

Long Beach, CA 90840-4602

Tel: 562-985-4570

Fax: 562-985-5630

ccwrlwebster@csulb.edu

Available From: <http://www.csulb.edu/projects/ccwrl/>

This curriculum is intended to help child welfare workers, administrators, and policy-makers increase the job retention of public child welfare caseworkers. Module I gives details regarding the present study. Module II emphasizes the importance of the retention of child welfare workers in providing quality services to children and families. Module III, by describing the ambiguities in the definitions of turnover, and the difficulties of obtaining accurate measures of turnover, emphasizes the problems of developing clear and certain information on turnover among child welfare workers. All participants should be exposed to Modules II and III because they present the essential context necessary to understand the conceptual difficulties inherent in considering the issue of employee turnover. Module IV describes the theoretical frameworks that have been used to explain why workers choose to remain in or leave their jobs. This material draws from psychological, sociological, and economic literature, and goes beyond the immediate interest in public child welfare workers. Participants interested primarily in the immediately applicable conclusions of the curriculum may skip this module. Module V addresses the complexity of the

issue of worker turnover by describing the conceptual and statistical nature of predictive models, in which apparent correlations between one factor and turnover may not persist when accounting for the effects of multiple factors simultaneously. This material will be of interest primarily to those who are approaching the topic in depth. Module VI is the heart of the curriculum, where we describe the relative importance of various factors on the decision to leave or remain on the job. We first present findings from the literature, then the findings from our original study. As our study included both intention to leave the job and actually leaving the job as outcomes, we include Module VII, a presentation of differences in predictors of the two outcomes. Module VIII summarizes the conclusions of the study. An accompanying PowerPoint presentation is located at http://www.csulb.edu/projects/ccwrl/Weaver_PowerPoint.pdf (Author abstract)

http://www.csulb.edu/projects/ccwrl/Weaver_module.pdf

Self-assessment workbook for building a stable and quality child welfare workforce.

Center for the Study of Social Policy (Washington, D.C.)
2006

Available from: Center for the Study of Social Policy
1575 Eye Street N.W., Suite 500
Washington, DC 20005
Tel: 202-371-1565
Fax: 202-371-1472

http://www.cssp.org/contact_us.html

Available From: <http://www.cssp.org>

Sponsoring Organization: Annie E. Casey Foundation.

The Self-Assessment Workbook provides guidance to child welfare administrators on innovative human resource management policies and practices. The workbook allows administrators to explore how such practices and polices could enhance the quality and stability of their child welfare workforce. (Author abstract)

<http://www.cssp.org/uploadFiles/ChildWelfare.pdf>

Staff recruitment, retention, and training strategies for community human services organizations.

Larson, Sheryl A. Hewitt, Amy S.

Research and Training Center on Community Living. Institute on Community Integration.
University of Minnesota.
2005

Publication Information: Baltimore, Md. : Paul H. Brookes Pub. Co.
Available from: Paul H. Brookes Pub. Co
PO Box 10624
Baltimore, MD 21285-0624
Tel: 800-638-3775
Fax: 410-337-8539

custserv@brookespublishing.com

Available From: <http://www.brookespublishing.com/>

This guide for supervisors and managers in community-based social service agencies reviews strategies for achieving a quality workforce. The chapters address three major components of personnel management: recruiting and hiring employees, orienting and training staff, and motivating workers. Issues regarding realistic job expectations, employee networking and mentoring, team-building, and supervisor training are discussed. The reference also addresses considerations for organizational and policy change. Emphasis is placed on the challenges of recruiting and retaining direct support professionals for individuals with developmental disabilities. Each chapter identifies necessary competencies for front-line supervisors and describes how the techniques were implemented in real-life agencies. Worksheets, forms, and checklists are included. Numerous references, figures, tables.

Workforce Recruitment and Retention in Child Welfare : A Review of the Literature.

Child Welfare League of America.

2005

Available from: Pennsylvania Child Welfare Training Program

University of Pittsburgh, School of Social Work 403 East Winding Hill Road

Mechanicsburg, PA 17055

Tel: 717-795-9048

Fax: 717-795-8013

kaw35@pitt.edu

Available From: <http://www.pacwcbt.pitt.edu>

This document was prepared by the Child Welfare League of America in consultation with the Pennsylvania Department of Public Welfare, Office of Children, Youth, and Families and the Pennsylvania Child Welfare Training Program. It provides an overview of research examining factors related to recruitment, turnover, and retention of child welfare caseworkers, as well as implications drawn from the research findings, and is intended as a resource for county administrators and managers seeking to improve retention of service-delivery staff. (Author abstract)

<http://www.pacwcbt.pitt.edu/Organizational%20Effectiveness/Practice%20Reviews/CWLA%20wkfrce.DOC>

Designing, implementing and evaluating a research driven retention model in New York State public child welfare organizations [webcast] / Hal Lawson, [et al.] : Child Welfare Workforce Development and Workplace Enhancement Institute, Knowledge Development and Application, October 24-26, 2005 [Arlington, Virginia].

Lawson, Hal. McCarthy, Mary. Brady, Paul. Caringi, James. Thompson, Edward. Arnold, Lynda. United States. Children's Bureau.

State University of New York at Albany

2005

Available from: Child Welfare Information Gateway

Children's Bureau/ACYF 1250 Maryland Avenue, SW Eighth Floor
Washington, DC 20024
Tel: 800.394.3366 703.385.7565
Fax: 703.385.3206

info@childwelfare.gov

Available From: <http://www.childwelfare.gov>

A research and development team representing the New York State Social Work Education Consortium, in close partnership with the New York State Office of Child and Family Services and local county commissioners, began work in 2001 with two rounds of research aimed at understanding turnover in agencies with persistently high turnover. Our Children's Bureau initiative has enabled us to use this research (and other research that had followed) in a complex intervention aimed at improving retention. This intervention combines intra-agency, cross-role design and improvement teams and targeted management consultations, and both were accompanied by embedded evaluations. Representative team members and two commissioners will provide details about this intervention, including early findings and lessons learned.

(Author abstract)

http://www.childwelfare.gov/systemwide/workforce/work_dev.cfm

Plenary session : Panel : Promising approaches to recruiting and retaining quality child welfare workers [webcast] / Susan Robinson, Anita Light, Pamela Day, Sue D Steib, Cynthia Woodside, Joan Levy Zlotnik : Child Welfare Workforce Development and Workplace Enhancement Institute, Knowledge Development and Application, October 24-26, 2005 [Arlington, Virginia].

Robinson, Susan. Light, Anita. Day, Pamela. Steib, Sue D. Woodside, Cynthia. Zlotnik, Joan Levy. United States. Children's Bureau.

Annie E. Casey Foundation
2005

Available from: Child Welfare Information Gateway
Children's Bureau/ACYF 1250 Maryland Avenue, SW Eighth Floor
Washington, DC 20024
Tel: 800.394.3366 703.385.7565
Fax: 703.385.3206

info@childwelfare.gov

Available From: <http://www.childwelfare.gov>

This session identifies some of the factors contributing to the successful recruitment and retention of a quality child welfare workforce. Panel members represent national organizations that are committed to improving the service delivery system for vulnerable children and families. Although it is recognized that substantial barriers and challenges continue to exist that impact on a child serving agency's ability to maintain a stable and highly skilled workforce, this presentation will nevertheless focus on conceptualizing efforts to strengthen the child welfare/human services workforce, the need for a systemic and comprehensive approach to

addressing workforce issues, leadership development, the role of workloads and caseloads in worker performance and retention, and the role and importance of social work education and supervision in recruiting and retaining a healthy workforce. (Author abstract modified)

http://www.childwelfare.gov/systemwide/workforce/work_dev.cfm

Review of turnover in Milwaukee County private agency child welfare ongoing case management staff (including, Example of salary schedule approach that encourages staff retention and professionalization).

Flower, Connie. McDonald, Jess. Sumski, Michael.
University of Kentucky. College of Social Work.
2005

Publication Information: Lexington, KY : University of Kentucky, College of Social Work.

Available from: University of Kentucky

College of Social Work 619 Patterson Office Tower

Lexington, KY 40506

Tel: 859-257-6650

trumble@uky.edu

Available From:<http://www.uky.edu/SocialWork>

High turnover is a national issue that impacts performance of child welfare systems and, most importantly, the outcomes of children and families who come in contact with those systems. This review of turnover of ongoing case managers in the private agencies providing foster care and safety services for the Bureau of Milwaukee Child Welfare (BMCW) revealed that turnover of staff remains problematic, impacts negatively the permanency outcomes of children in the system, and has high costs to the agencies and the system. Contributing factors to the problem include low salary and benefits; perceived low regard for the work of ongoing staff, and of them specifically; inadequate training and career opportunities; and an organizational and system culture that is perceived to be unsupportive and punitive. Major strategies recommended for addressing this problem include establishing a salary and benefit package for ongoing staff that reflects that of the BMCW intake and assessment staff, requiring full social work certification for all staff, upgrading training programs, targeting staff recruitment activities and the development of stronger agency based quality improvement programs. A major concern expressed is that under current plans the BMCW will place the foster care and safety services out to bid, increasing the potential for additional staff turnover. Another concern is the potential that case transfers will be used to realign caseloads when the BMCW moves from five to three sites. It is recommended that the BMCW provide assurances that all current ongoing and safety staff be guaranteed employment with the successful bidders and that no case transfers will be used to realign site boundaries. Case transfers have the same effect on clients as do turnover - a delay in permanency. (Author abstract)

<http://www.uky.edu/SocialWork/cswe/documents/turnoverstudy.pdf>

Professional social workers in child welfare work : research addressing the recruitment and retention dilemma [website].

National Association of Social Workers.
2005

Publication Information: Washington, DC : National Association of Social Workers.

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trumble@uky.edu

Available From:<http://www.uky.edu/SocialWork>

This web page summarizes the findings of a number of studies that identify challenges to the recruitment and retention of social workers. Findings indicate 60 percent of respondents of a survey of caseworkers had caseloads that exceeded standards set by the Child Welfare League of America (CWLA); time in court and filling out paper work and documentation made demands of the heavy caseloads even more difficult; training is inadequate and workers have little voice in sharing training; and salaries are not commensurate with the job demands. Additional studies found States estimate 60 percent of caseworker turnover is preventable, and that university partnerships are a useful but not sufficient strategy addressing recruitment and retention. The web page also provides research and resource information that supports the importance of professional education for child welfare practice; highlights issues related to encouraging social workers to choose child welfare as a career path; and identifies outcomes from agency/university partnerships that affect recruitment and retention difficulties. Recommendations are made for sustaining university/agency partnerships. 29 references. (Author abstract modified)

<http://www.socialworkers.org/research/naswResearch/0404chldwlfr/default.asp>

Stress, social support, and workers' intentions to leave their jobs in public child welfare.

Nissly, Jan A. Mor Barak, Michàl E. Levin, Amy.

National Network for Social Work Managers (U.S.)

University of Southern California. School of Social Work.

2005

Administration in social work.

29 p. 79-100

Publication Information: Binghamton, NY : Haworth Social Work Practice Press.

Available from: Haworth Press

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Available From:<http://www.haworthpress.com>

Studies have found that child welfare agency turnover commonly exceeds 30 percent, with evidence of rates as high as 50 percent in one agency. Despite a recent surge in research related to

child welfare staff turnover, the reasons for such high rates are not well understood. Factors found to play a role include age, education, completion of an internship, work experience, tenure, workload, length of workday, job satisfaction, stress, burnout (particularly emotional exhaustion), salary, opportunities for promotion, and changes in the job market. The present study examined the relationships among stress, social support, and intention to leave in 418 public child welfare workers. Workers with higher levels of stress were more likely to think about leaving, while those receiving greater social support were less likely. Social support did not buffer the effects of organizational stress, but had some effect in buffering the effects of work-family conflict. Implications for agency administration and future research are discussed. (Author abstract modified)

Factors influencing retention of child welfare staff : a systematic review of research : a report from the Institute for the Advancement of Social Work Research.

Zlotnik, Joan Levy. DePanfilis, Diane. Daining, Clara. Lane, Melissa McDermott.
Institute for the Advancement of Social Work Research. University of Maryland, Baltimore.
School of Social Work.
2005

Available from: Institute for the Advancement of Social Work Research
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Washington, DC 20002-4241
Tel: 202-336-8385
Fax: 202-336-8351
iaswr@naswdc.org

Available From: www.iaswresearch.org

Sponsoring Organization: Annie E. Casey Foundation.

The well-being of children served by the child welfare system are put at risk by the difficulties child welfare agencies experience in recruiting and retaining competent staff as turnover results in staff shortages and high caseloads that impair workers' abilities to perform critical case management functions (GAO, 2003). The need to address workforce issues has reached new urgency due to the findings of the Child and Family Services Reviews and states' development of Program Improvement Plans (PIPs) as well as efforts in states to achieve accreditation and respond to class action lawsuits. As one effort to determine what are effective recruitment and retention strategies that child welfare agencies can implement to address these important problems, the Annie E. Casey Foundation provided support to the Institute for the Advancement of Social Work Research (IASWR) in collaboration with the University of Maryland School of Social Work's Center for Families and Institute for Human Services Policy to undertake a systematic review of research and outcomes studies related to recruitment and retention in child welfare. Although there have been numerous literature reviews that report that there are organizational and personal factors that affect recruitment and retention, there has been no systematic review of research studies to more fully examine "what works" in regard to recruitment and retention in child welfare and to illuminate the specific methodology and

definitions used to frame those studies. It is hoped that by synthesizing the results across studies, practitioners, researchers, educators, policy makers, and administrators in the child welfare field may use lessons learned to take steps to increase the retention of a competent child welfare workforce.

<http://www.charityadvantage.com/iaswr/FinalReportCWWI.pdf>

Training, transfer, and turnover : exploring the relationship among transfer of learning factors and staff retention in child welfare.

Curry, Dale. McCarragher, Timothy. Dellmann-Jenkins, Mary.
Kent State University.

2005

Children and youth services review : an international multidisciplinary review of the welfare of young people.

27 p. 931-948

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Although training is often used in child welfare as an intervention to promote effective performance on the job (transfer of learning TOL) as well as staff retention, there is not a preponderance of empirical evidence to support this practice. The transfer problem is well documented in training and development literature and the relationship between training and turnover in child welfare is unclear. This article describes a longitudinal research study that attempted to promote a better understanding of the training, transfer, and turnover relationship. The research identified transfer of learning factors and an indicator of overall transfer support and explored their relationship to child welfare social worker retention. Overall transfer support, demographic variables (experience, age, education, gender) and several transfer support factors (supervisory support, coworker support, application planning, caseload size) were identified as predictors of retention. The results provide support for the use of training and development activities as part of comprehensive staff retention programs. The results also raise additional questions about the ambiguous relationship between training and turnover and suggest the need for ongoing research in child welfare regarding training, transfer of learning and staff retention.

Report from the 2004 child welfare workforce survey : state agency findings / American Public Human Services Association.

American Public Human Services Association.

2005

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The 2004 Child Welfare Workforce Survey contains information from 42 states about staff compensation, education and licensing, training and career development, caseloads, and turnover. The responding states reported that the average salary for child protective service workers was \$35,553. Supervisors were paid an average of \$44,232. Average salaries for in-home workers, foster care and adoption workers, and multiple program workers ranged from \$34,929 to \$36,136. The states required that social workers have a Bachelor's degree, with licensing qualifications varying by position. Turnover was highest among child protective service workers (22.1 percent) and lowest among front-line supervisors (11.8 percent). There was no significant change in turnover compared to data collected in 2000. Approximately one-fourth of the states noted improvements in recruitment and retention, while 58 percent remained the same, and 19 percent were worse than 2000. More than half of the states indicated that budget restrictions were a significant factor in turnover. The most effective strategies for retention were cited as improvements in in-service training, educational programs, and orientation; the distribution of technology; professionalism of staff; supervision; and the use of new intervention strategies. Reduced caseloads, increased salaries, and career development activities also were recognized as factors for retention. 11 figures, 23 tables.

<http://www.aphsa.org/Home/Doc/Workforce%20Report%202005.pdf>

Retaining competent child welfare workers : lessons from research.

IASWR research brief ; 1. Child welfare workforce series.

Zlotnik, Joan Levy. DePanfilis, Diane. Daining, Clara. Lane, Melissa McDermott.

Institute for the Advancement of Social Work Research
2005

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Sponsoring Organization: Annie E. Casey Foundations. Human Services Workforce Initiative.
What conditions and strategies influence the retention of staff in public child welfare? Through extensive literature searches and outreach to the academic and child welfare communities, 154 documents were located, dating from 1974 through May 2004, including journal articles,

unpublished manuscripts, dissertations, in-press articles, agency reports, conference proceedings, newsletters and books. After thorough screening, 25 research studies (52% unpublished) were selected that met the criteria of a child welfare focus, and retention/turnover as the dependent variable. Studying Retention and Turnover According to these studies, retention/turnover were examined through: -- Follow-up interviews with workers who had actually left the agency (Bernatovicz, 1997; CWLA, 1990; Harris et al. 2000; Samantrai, 1992); -- Record reviews, comparing characteristics of those who stayed with those who left (Drake & Yadama, 1996; Rosenthal et al., 1998; Rosenthal & Waters, 2004); -- Workers own perceptions of their 'intent to leave' or 'intent to remain' employed in a public child welfare agency rather than actual turnover (Ellett, 2000; Ellett, Ellett, & Rugutt, 2003; Garrison, 2000; Jayaratne & Chess, 1984; Kleinpeter, Pasztor & Telles-Rogers, 2003; Nissly, Mor Barak, & Levin, 2005; Reagh, 1994; Rycraft, 1994; Samantrai, 1992); -- Administrators' perceptions of causes of turnover and prevention strategies that were or could be implemented (Cyphers, 2001). (Author abstract) <http://www.charityadvantage.com/iaswr/IASWRBrief1.pdf>

Children's workforce strategy : a strategy to build a world-class workforce for children and young people.

Great Britain. Dept. for Education and Skills.

2005

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This report outlines a strategy for reforming the workforce for individuals working with children and young people in the United Kingdom. It begins by identifying four major strategic challenges: recruiting more high quality staff into the children's workforce; retaining staff by offering better development and career progression; strengthening interagency work and multi-disciplinary work; and promoting stronger leadership and management to help to create new models of practice and deliver and sustain these changes. Chapter 1 presents the British Government's vision for the children's workforce. Chapter 2 describes the key strands of the proposed workforce strategy. It sets out action to be taken nationally and locally to improve outcomes for children and young people by building better integrated services organized around their needs. Chapter 3 focuses on improving the workforce for individuals working with young children in terms of the sector-specific challenges around recruitment, development and retention, interagency cooperation, and leadership. The chapter also explores how new professional roles to support the delivery of higher-quality early years' services might be developed. Chapter 4 considers both the long-term strategic and more specific, immediate challenges facing social care and foster care and identifies action to be taken nationally and

locally to address them. It also looks ahead and considers how the delivery of social care might be changed more radically in the longer term. Chapter 5 looks at the vital contribution of people working with children in schools, health services, and the voluntary and community sector. It considers what is being done to meet the strategic workforce challenges in schools and health services, examines the issues facing the voluntary and community sector, and considers what more might be done to better engage the sector. The final chapter describes how the strategy will be taken forward. It summarizes responsibilities for national and local action setting this within the context of developing children's trusts locally. It addresses: accountability nationally and locally; delivery nationally and locally; resources, measuring progress, key priorities and milestones; and risks and risk management.

<http://www.everychildmatters.gov.uk/files/7805B4A312A144238AED77508DCFED9B.pdf>