

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

Goal #1	Baseline	Process Measure	Date Due/ Completed	Quarterly Progress
<b>Strengthen retention and recruitment practices to maintain or increase the percentage of workers remaining employed with Child and Family Services.</b>	85.4%/yr. caseworkers 87.2%/yr. supervisors	85.4% or more of caseworkers remain per year 87.2%/yr or more of supervisors remain per year	August annually- Completed for FY08.	See specific activities below. Completed for FY08. Met goal for supervisors at 90% remaining, but did not meet goal for caseworkers with 82% remaining.
1. Analyze information from ongoing exit surveys of departing staff to evaluate worker reasons for leaving.		Summary of exit surveys	Feb 2008 - <b>Completed</b>	Completed/available on the web.
2. Create a pay plan for DCFS workers to present to the Department and legislature that reflects the need for career ladder increases and promotions.		Written plan	June 2011	Because of pending budget cuts it is not feasible to pursue this at the current time. Will delay resuming this goal until September 2010 with a due date of June 2011.
3. Track employee turnover rates and analyze trends.		Written report	August annually – Completed FY08	Turnover analysis for FY08 has been completed. Total staff turnover is approximately 16%, caseworker turnover was 18% and supervisor was 10%.
4. Explore enhanced supports for workers, such as support during early years of employment, positive reinforcement strategies for workers based on longevity, and support for traumatic stress related to child welfare work.		Initial design to address support issues  Written progress reports	Oct 2008  Quarterly	Peer support program was implemented statewide in December 2008. The next “enhanced support strategy” to be addressed will be identified by April 2009.
5. Improve recruitment practices by gathering and evaluating existing recruitment and pre-screening methods and working with Human Resources to implement more effective recruitment processes. <i>(Amended)</i>		Recommendations to HR  Field testing prescreening tools	July 2009  Oct 2009	A subcommittee has been identified to address the pre-screening and recruitment process. The subcommittee will be evaluating pre-screening tools (self-assessment and realistic work videos) developed through ACF recruitment

Last updated: 2/17/09

		Final implementation	Jan 2010	contracts and will be working with HR to implement selected tools and to address recruitment selection and hiring time frame issues pertaining to IVE BSW stipend students. The subcommittee will begin meeting in March 2009.
<b>Goal #2</b>	<b>Baseline</b>	<b>Process Measure</b>	<b>Date Due</b>	
<b>Explore and develop strategies to minimize negative impact on clients and workers resulting from worker turnover or temporary absence.</b>	No baseline information available. <i>(Repeated comment in Dept survey.)</i>	New feedback measures from workers	Dec 2009	This work activity has not been initiated. Dates for this goal were extended due to anticipated budget cuts.
1. Identify current practices pertaining to worker coverage at times of turnover or absence, and obtain input regarding specific types of negative impact and ideas for how to minimize through methods such as survey or focus groups.		Written report	Sep 2009	This work activity has not been initiated.
2. Evaluate ideas and practices and research literature to identify strategies to minimize negative impact. Develop pilot proposals.		Pilot proposals considered by administrative team	Dec 2009	This work activity has not been initiated.
3. As practicable, pilot strategies on local teams, analyze results, and develop final recommendations.		Written report	June 2010	This work activity has not been initiated.
<b>Goal #3</b>	<b>Baseline</b>	<b>Process Measure</b>	<b>Date Due</b>	<b>Quarterly Progress</b>
<b>Maintain or increase employee satisfaction.</b>	<b>84%</b>	<b>84% or higher reported in DHS employee survey</b>	<b>Next DHS survey, approx. Jan 2009</b>	See specific activities below.
1. Formalize communication methods both vertically and horizontally in DCFS and		Written methods	April 2009	The time frame for completing this goal has been extended. A communication

Last updated: 2/17/09

<p>develop and implement methods to increase workers' ability to share in organizational policy and decision-making. Test effectiveness of methods in completing work activities for Goal 2 Activity 1 and Goal 3 Activity 3, evaluate and establish final recommendations.</p>		<p>Effectiveness tested</p>	<p>Sep 2009 (2.1) and Dec 2009 (3.3)</p>	<p>plan has been drafted. The mid-manager team will review and provide feedback on the plan by April 2009. Region focus group(s) will review and give feedback on the plan by July 2009.</p>
<p>2. Clarify policies and identify resources available for employee recognition activities and incentives. Provide information to regions on recognition and incentive policies and resources.</p>		<p>-Administrative Guidelines -Child Welfare Update -Summary distributed</p>	<p>June 2008 <b>Completed</b></p>	<p>Department of Human Resource Management and Human Services policies on incentives and recognition were evaluated, including funding limits. A summary of policies was developed. This information was communicated to Child and Family Services staff statewide through the Child Welfare Update June 2008 and is available on the website.</p>
<p>3. Assess ways workload can be reduced or streamlined, such as exploring the possibility of establishing parameters for case types in which we will no longer intervene (e.g. delinquent, out of home perpetrators when there is no risk, mental health issues, etc.) and ability to eliminate day to day worker tasks. Do this by gathering and evaluating initial worker level feedback, analyzing system requirements such as laws, guidelines, MIS requirements, and recommending changes. Also, develop a process for ongoing organizational operations review to streamline workload.</p>		<p>System analysis and proposals  Ongoing review process defined and initiated</p>	<p>Sep 2009  Dec 2009</p>	<p>The first phase of this goal is a review of SAFE. Four employees (two full-time and two for a portion of their time) have begun comprehensive analysis of all screens and fields in SAFE to determine if any elements can be eliminated to free up time for caseworkers for client-specific work. They will complete their analysis and make recommendations by Sep 2009.</p>