

This bibliography was compiled in July 2009. For new titles added to the Gateway database, go to: <http://basis.caliber.com/cwig/ws/library/docs/gateway/SearchForm>

## **The Child Welfare Workforce 2007-2009**

### **Job Satisfaction in a Stable State Child Welfare Workforce: Implications for Staff Retention.**

Strand, Virginia C. Dore, Martha Morrison.

2009

*Children and Youth Services Review*

31 (3) p. 391-397

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](mailto:usjcs@elsevier.com)

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

The findings of this study build on and extend previous research on factors that contribute to job satisfaction in public child welfare agencies. Because the study agency has stabilized its workforce, it provides a unique opportunity to examine other organizational and environmental factors that may make a more subtle, yet just as deleterious contribution to staff dissatisfaction. Based on survey responses from 927 respondents, five research questions were addressed: 1) How does job satisfaction compare to staff in other human service organizations nationally? 2. Are differences in staff characteristics related to job satisfaction? 3. Are there particular areas of job difficulty that predict job satisfaction? 4. Are there differences by job category in job satisfaction? 5. What staff or job-related factors predict job satisfaction overall?

Study findings were consistent with others that have examined organizational dynamics, particularly role stressors, supervision, and performance recognition and rewards. Results indicate that length of employment, being a supervisor, and experiencing difficulties with working conditions, supervision, and the lack of external client resources predict the highest levels of job dissatisfaction. Implications for public child welfare organizations are discussed, including strategies for attending to those organizational factors that negatively affect employees' perceptions of organizational support. (Author abstract)

### **Exit Interviews with Departed Child Welfare Workers: Preliminary Findings.**

Gonzalez, Robbin Pott. Faller, Kathleen Coulborn. Ortega, Robert M. Tropman, John.

University of Michigan.

2009

*Journal of Public Child Welfare*

3 (1) p. 40-63

Routledge

27 Church Rd.; Hove

East Sussex, BN3 2FA, Tel: +44 (0) 20 7017 6000

Fax: +44 (0) 20 7017 6699

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

A total of 69 departed public child welfare workers responded to a telephone interview asking why they left their positions and what might have made them stay. Their open-ended responses were then coded into domains and subcategories and also converted into quantitative data for descriptive analysis. The model developed describes the effect of child welfare work (mentioned by 26.1% of respondents) and working conditions (supervision, 28.9%, agency climate, 31.8%, agency behavior, 57.9%, workload, 47.8%) having an impact on the self (noted by 72.4% of respondents) which then resulted in departure. Factors that workers said would have made them stay included changes in the child welfare work, 17.4%, supervision, 24.6%, agency climate, 26.1%, agency behavior, 43.5%, manageable workload, 52.1%, and impact on the self, 24.6%. (Author abstract)

**Protect a Child at Every Turn: Strengthening welfare workforce helps families.**

McCarthy, Mary.

2009

This article describes the state of the child welfare system in New York, and the ways in which strengthening the workforce will help to improve outcomes for families.

[http://www.scaany.org/press/documents/tu\\_opinions\\_protectachildateveryturn.pdf](http://www.scaany.org/press/documents/tu_opinions_protectachildateveryturn.pdf)

**Recruitment and Retention of a Qualified Child Welfare Workforce: The Foundation of Success.**

Dickinson, Nancy.

2009

This document is a powerpoint presentation that was presented at the 17th National Conference on Child Abuse and Neglect. It covers the importance of recruitment and retention in building a qualified child welfare workforce, and presents the findings and results of the Children's Bureau's 2003 Recruitment and Retention Grantees.

**Changing the Cultural Story in Child Protection: Learning From the Insider's Experience.**

Gibbs, Judith.

La Trobe University (Australia)

2009

*Child and Family Social Work*

14 (3) p. 289-299

Wiley Interscience

111 River Street  
Hoboken, NJ 07030  
Tel: 800-825-7550 201-748-6645  
Fax: 201-748-5915

[cs-journals@wiley.co.uk](mailto:cs-journals@wiley.co.uk)

Available From: <http://www3.interscience.wiley.com/>

This paper argues that child protection organizations intent upon tackling low retention rates and enhancing the services they offer to children and families must pay greater attention to the emotional life of the organization and to enabling workers to manage the intrusiveness of the work. Findings from in-depth qualitative interviews with child protection workers and supervisors are reported in the form of a story about the insider's experience of the organization. The consequences of working in an organizational culture that denies opportunities for workers to understand and manage the emotional toll of the work are explored. While reporting on research and work undertaken with Australian child protection workers between 1997 and 2002, the view is expressed that these ideas have current relevance to many organizations in the health and welfare field whose core business involves workers coming into contact with individuals in complex, uncertain and ambiguous situations. The paper looks at what needs to change about organizational structures such as supervision to promote learning within a more healthy organizational culture. A clear message from senior managers and politicians to workers that the organization endorses the open expression of feelings, doubts and uncertainties is pivotal.  
(Author abstract)

**Intentions to Remain Employed in Child Welfare: The Role of Human Caring, Self-Efficacy Beliefs, and Professional Organizational Culture.**

Ellett, Alberta J.

University of Georgia.

2009

*Children and Youth Services Review*

31 (1) p. 78-88

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](mailto:usjcs@elsevier.com)

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

This study reflects the national concern about high employee turnover rates in child welfare (CW). Personal and organizational factors contributing to CW employee's intentions to remain employed in CW were studied as an alternative to more traditional studies of employee burnout and turnover. New measures of intent to remain employed in CW, human caring, self-efficacy beliefs, and professional organizational culture were developed and administered to all CW staff

in two states (n = 941). Reliability estimates for the new measures ranged from .79 to .92. Core findings supported relationships hypothesized among the measures and identified human caring as an important, new variable linked to CW employees' intentions to remain employed in CW. In two discriminant function analyses, the human caring variable was the most heavily weighted variable in linear combinations of the study variables that differentiated extreme intent to remain employed groups (upper and lower quartiles). The measure of self-efficacy beliefs about capabilities to accomplish work tasks was positively and more strongly related to human caring than to professional organizational culture. Explanations of the core findings are provided and implications for theory development, education and practice in CW, and future research are discussed. (Author abstract)

[http://www.sciencedirect.com/science?\\_ob=MIimg&\\_imagekey=B6V98-4SY6W13-1-1&\\_cdi=5892&\\_user=10&\\_orig=browse&\\_coverDate=01%2F31%2F2009&\\_sk=999689998&\\_view=c&\\_wchp=dGLbVIW-zSkWA&\\_md5=e5a4b6021664304741c8cdd573480278&\\_ie=/sdarticle.pdf](http://www.sciencedirect.com/science?_ob=MIimg&_imagekey=B6V98-4SY6W13-1-1&_cdi=5892&_user=10&_orig=browse&_coverDate=01%2F31%2F2009&_sk=999689998&_view=c&_wchp=dGLbVIW-zSkWA&_md5=e5a4b6021664304741c8cdd573480278&_ie=/sdarticle.pdf)

### **Commitment of Private and Public Agency Workers to Child Welfare: How Long Do They Plan to Stay?**

Jayaratne, Srinika. Faller, Kathleen Coulbourn.

University of Michigan.

2009

*Journal of Social Service Research*

35 (3) p. 251-261

Routledge

27 Church Rd.; Hove

East Sussex, BN3 2FA, Tel: +44 (0) 20 7017 6000

Fax: +44 (0) 20 7017 6699

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

Method: Child welfare professionals completing training to work in foster care were asked about reasons for taking their child welfare position, commitment to their agencies, and commitment to child welfare. Analyses compared responses from new public agency foster care workers (N = 100), public agency workers making lateral transfers to foster care (N = 64), and new private foster care workers (N = 105). Results: Private agency foster care workers were less committed to their agencies and to child welfare and more likely to have taken the position because it was the only one available. Conclusions: The practice by public child welfare of outsourcing foster care services to private agencies needs to be evaluated. This practice may not benefit children in care and may create organizational problems for agencies. (Author abstract)

### **A Longitudinal Study of Factors Influencing the Retention of Title IV-E Master's of Social Work Graduates in Public Child Welfare.**

O'Donnell, Julie. Kirkner, Sandra L.

California State University.

2009

*Journal of Public Child Welfare*

3 (1) p. 64-86

Routledge

27 Church Rd.; Hove

East Sussex, BN3 2FA, Tel: +44 (0) 20 7017 6000

Fax: +44 (0) 20 7017 6699

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

This article investigates factors predicting the retention of 201 Title IV-E MSW graduates at a large, urban public child welfare agency in California over 2 years of employment. Using a discriminant function analysis, factors taken at the end of the first and second year of employment were used to predict whether these graduates left prior to or at the end of their commitment or stayed past their commitment. The most consistent predictor of whether MSWs stayed past their stipend commitment was organizational commitment. Other significant predictors varied by year and included burnout, working conditions, supervisor support, job satisfaction, role conflict and autonomy. Qualitative findings about the reasons why these graduates decided to remain or leave the agency are also presented. (Author abstract)

**Supervision: The Key to Strengthening Practice in Child Welfare.**

Wattenberg, Esther.

University of Minnesota. Center for Advanced Studies in Child Welfare.  
2009

*CASCW Practice Notes*

(22) p. 1-12

Center for Advanced Studies in Child Welfare

School of Social Work 205 Peters Hall 1404 Gortner Avenue

St. Paul, MN 55108

Tel: 800-779-8636 (612) 624-4231

Fax: (612) 624-3744

[cascw@umn.edu](mailto:cascw@umn.edu)

Available From: <http://ssw.che.umn.edu/cascw/>

This issue focuses on the pivotal role supervisors play in assuring best practices are implementing in child welfare services. It includes articles that address: common tasks of the supervisor; different functions of a supervisor; how supervisors can boost the morale of workers; support for supervisors; the SOAP (Subjective, Objective, Assessment, and Plan) documentation style for supervisors; supervision and the beginning social worker; cultural competency and group supervision; reflective supervision and the supervisor as change agent; managing situations when the worker is not a good fit; and ethical considerations in supervision. 10 references.

<http://cehd.umn.edu/SSW/cascw/attributes/PDF/practicenotes/practicenotes22.pdf>

**Agency Workforce Estimation: Simple Steps for Improving Child Safety and Permanency.**

*Focus: Views from the Children's Research Center.*

Wagner, Dennis. Johnson, Kristen. Healy, Theresa.

Children's Research Center. National Council on Crime and Delinquency.  
2009

Children's Research Center  
426 S. Yellowstone Drive, Suite 250  
Madison, WI 53719  
Tel: 608-831-8882  
Fax: 608-831-6446

Available From: <http://nccd-crc.org/>

This article briefly reviews research findings that link adequate staffing to improved child safety and well-being, and presents approaches for evaluating agency workforce needs and managing workforce capacity. It illustrates how agency managers can accomplish the following: (a) identify common symptoms of agency understaffing; (b) estimate existing workforce capacity; and (c) estimate agency workload demand and understaffing. (Author abstract)

[http://www.nccd-crc.org/crc/c\\_pubs\\_main.html](http://www.nccd-crc.org/crc/c_pubs_main.html)

[http://www.nccd-crc.org/crc/pubs/focus09\\_agency\\_workforce\\_estimation.pdf](http://www.nccd-crc.org/crc/pubs/focus09_agency_workforce_estimation.pdf)

**Turnover in the Child Welfare Workforce: A Different Perspective.**

McGowan, Brenda G. Auerbach, Charles. Strolin-Goltzman, Jessica S.  
Fordham University.  
2009

*Journal of Social Service Research*

35 (3) p. 228-235

Routledge

27 Church Rd.; Hove

East Sussex, BN3 2FA, Tel: +44 (0) 20 7017 6000

Fax: +44 (0) 20 7017 6699

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

Child welfare agencies across the country are experiencing a workforce crisis involving high staff turnover rates. The purpose of this study was to determine which of the organizational, personal, and supervisory variables identified in prior research on this topic are most associated with intent to leave among employees in urban and rural child welfare settings. Four-hundred-and-forty-seven employees in 13 child welfare agencies participated in a survey addressing organizational, personal, and supervisory factors related to turnover. ANOVA, logistical regression, and structural equation modeling were used in the data analysis. The organizational and supervisory variables identified as significant in the logistic regression, as in earlier research, were not significant when the data were subjected to structural equation modeling. Instead, findings suggest that career satisfaction and satisfaction with paperwork are the key determinants of workers' intention to stay. (Author abstract)

**Child Welfare Workload Compendium.**

Child Welfare Information Gateway.

2008

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](mailto:info@childwelfare.gov)

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

The Child Welfare Workload Compendium is an online searchable database of State and local child welfare workload initiatives. The Workload Compendium aims to provide public child welfare managers, administrators, and policymakers with information and tools for improving workload management, including studies, standards, legislation and policies, and other related resources. The database can be searched by State, category, date, and keyword. (Author abstract)

<http://www.childwelfare.gov/systemwide/workforce/compendium/>

**Issues and Promising Strategies: Recruitment and Retention [Teleconference].**

*Recruitment and Retention of a Qualified Workforce ; Part 1.*

Bernotavicz, Freda. Potter, Cathryn. Berg, Mary.

National Child Welfare Resource Center for Organizational Improvement.

University of Southern Maine, Portland. Muskie School of Public Service, Institute for Child and Family Policy.

2008

National Child Welfare Resource Center for Organizational Improvement.

Muskie School-USM P.O. Box 15010 400 Congress Street

Portland, ME 04112-5010

Tel: 800-435-7543 207-780-5810

Fax: 207-780-5817

<http://muskie.usm.maine.edu/helpkids/contact.htm>

Available From: <http://muskie.usm.maine.edu/helpkids/>

In 2003, recognizing the impact of workforce issues on outcomes for children and families, the Children's Bureau funded eight five-year projects to develop models of effective child welfare staff recruitment and retention. This series features information from those projects. In this first session, presenters provide data on national trends in the child welfare workforce and the multiple costs of workforce issues for agencies, children and families. They also provide an overview of promising strategies developed by the grantees to improve recruitment, selection and retention. A child welfare administrator who has taken a comprehensive approach to addressing workforce issues discusses the steps taken and the difference this has made in a Colorado county. (Author abstract)

[http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB\\_ID=T042908](http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T042908)

**The Relationship Between Organizational Characteristics and Workforce Turnover Among Rural, Urban, and Suburban Public Child Welfare Systems.**

Strolin-Goltzman, Jessica. Auerbach, Charles. McGowan, Brenda G. McCarthy, Mary L. Yeshiva University.

2008

*Administration in Social Work*

32 (1) p. 77-91

Haworth Press

10 Alice Street

Binghamton, NY 13904-1580

Tel: 800-429-6784

Fax: 800-895-0582

[getinfo@haworthpressinc.com](mailto:getinfo@haworthpressinc.com)

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

Many child welfare agencies across the country are experiencing a severe workforce crisis involving high staff turnover rates. The purpose of this study was to analyze the similarities and differences on intention to leave among rural, urban, and suburban child welfare districts with an explicit focus on organizational, individual, and supervisory factors. Eight hundred and twenty workers and supervisors from twenty-five child welfare agencies participated in a survey addressing organizational, individual, and supervisory factors related to workforce turnover. ANOVA and Logistic regression models were conducted in the analysis. Findings suggest that there are unique influences on intention to leave among the three localities. Implications for social work education and organizational practice are discussed. (Author abstract)

**Retention of Front-Line Staff in Child Welfare: A Systematic Review of Research.**

DePanfilis, Diane. Zlotnik, Joan Levy.

University of Maryland School of Social Work.

2008

*Children and Youth Services Review*

30 (9) p. 995-1008

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](mailto:usjcs@elsevier.com)

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

With the growing recognition that a competent, committed workforce is critical to the effective delivery of public child welfare services, this study implemented a systematic review process to identify the personal and organizational factors that may enhance retention and limit turnover among child welfare workers. Starting with an extensive search of the literature across several

decades and outreach to locate studies, the authors systematically analyzed research that used retention or turnover as the dependent variable. Of the 154 documents identified, 25 were research studies that focused on these variables. This paper focuses on reviewing the methods and findings of nine studies that used multivariate analyses to explore the relationships between organizational and/or personal factors as independent variables and retention or turnover as dependent variables. Although rigorous and systematic, this review was hampered by differing definitions, samples, measures, and analyses among these studies. However, the findings of this review reinforce the importance of workers' commitment to child welfare, self-efficacy, and low levels of emotional exhaustion as important personal factors for staying, and supervisory and co-worker support and salary and benefits as important organizational factors affecting retention. Suggestions for future research are provided. (Author abstract)

**Child Welfare Worker Characteristics and Job Satisfaction: A National Study.**

Barth, Richard P. Lloyd, E. Christopher. Christ, Sharon L. Chapman, Mimi V. Dickinson, Nancy S.

2008

*Social Work*

53 (3) p. 199-209

National Association of Social Workers (NASW)

750 First Street, NE Suite 700

Washington, DC 20002-4241

Tel: 202-408-8600 800-638-8799 800-227-3590 (Order)

Fax: 202-336-8396

[info@naswdc.org](mailto:info@naswdc.org)

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

The education, recruitment, training, and retention of a quality child welfare workforce is critical to the successful implementation of public policy and programs for the nation's most vulnerable children. Yet, national information about child welfare workers has never been collected. The National Survey of Child and Adolescent Well-Being is a study of children who are investigated for child maltreatment that also offers information about the child welfare workers (unweighted N = 1,729) who serve them in 36 states and 92 counties. These cases represent the national population of child welfare workers, estimated at more than 50,000, serving children approximately 12 months after a case was opened. Child welfare workers having any graduate or social work degree in a nonurban setting were more satisfied than their peers. Regression results indicate that worker satisfaction is associated with quality of supervision and urban setting but does not have a clearly independent relationship with having a degree in social work. Practice implications are discussed. (Author abstract)

[http://www.olc.edu/~jolson/socialwork/OnlineLibrary/Barth%20et%20al%20\(2008\)%20Child%20welfare%20worker%20characteristics%20and%20job%20satisfaction%20-%20A%20national%20study.pdf](http://www.olc.edu/~jolson/socialwork/OnlineLibrary/Barth%20et%20al%20(2008)%20Child%20welfare%20worker%20characteristics%20and%20job%20satisfaction%20-%20A%20national%20study.pdf)

**Recruitment and Retention of a Qualified Workforce: The Foundation of Success: A Presentation from the Children's Bureau 2003 Grantees, Developing Models of Effective Child Welfare Staff Recruitment and Retention Training.**

Jordan Institute for Families. University of Iowa. Fordham University. Children FIRST. Michigan State University. New York State Social Work Education Consortium. University of Southern Maine. Maine Child Welfare Training Institute. University of Michigan. University of Denver. Butler Institute for Families.

2008

National Child Welfare Resource Center for Organizational Improvement.

Muskie School-USM P.O. Box 15010 400 Congress Street

Portland, ME 04112-5010

Tel: 800-435-7543 207-780-5810

Fax: 207-780-5817

<http://muskie.usm.maine.edu/helpkids/contact.htm>

Available From: <http://muskie.usm.maine.edu/helpkids/>

Sponsoring Organization: United States. Children's Bureau.

Includes project abstracts, descriptions of activities and accomplishments, major findings, and lists of major products and tools produced by Children's Bureau Grantees under the Developing Models of Effective Child Welfare Staff Recruitment and Retention Training program.

<http://muskie.usm.maine.edu/helpkids/telefiles/052008tele/RecruitmentRetentionGrantees.doc>

**Recruitment and Retention of a Qualified Workforce: Lessons Learned [Teleconference].**

*Recruitment and Retention of a Qualified Workforce ; Part 3.*

National Child Welfare Resource Center for Organizational Improvement.

2008

National Child Welfare Resource Center for Organizational Improvement.

Muskie School-USM P.O. Box 15010 400 Congress Street

Portland, ME 04112-5010

Tel: 800-435-7543 207-780-5810

Fax: 207-780-5817

<http://muskie.usm.maine.edu/helpkids/contact.htm>

Available From: <http://muskie.usm.maine.edu/helpkids/>

This teleconference looks at what has been learned about effective recruitment and retention strategies. This session highlights the lessons learned from the eight Recruitment and Retention projects funded by the Children's Bureau. Representatives from three of the projects describe their work and the results of the evaluations they have undertaken. These include tracking changes in the perception of the work environment, longitudinal data on workers and workforce retention and turnover data. (Author abstract)

[http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB\\_ID=T120408](http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T120408)

**The Profession of Social Work: Maligned and Misunderstood: Part 1 [Audio Files].**

*On the Line with CWLA.*

Child Welfare League of America.

2008

BlogTalkRadio

[service@blogtalkradio.com](mailto:service@blogtalkradio.com)

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

The first in a special four-part series of programs to be broadcast throughout March -- National Professional Social Work Month -- that will focus on the subject of strengthening and supporting the child welfare workforce. On this program, three leading experts in the field of social work engage in a timely discussion that characterizes the important role of the frontline child welfare workers that serve vulnerable children and families nationwide. (Author abstract)

<http://www.blogtalkradio.com/CWLA-Radio/blog/2008/03/05/The-Profession-of-Social-Work-Maligned-Misunderstood-Part-1>

**Public Policy Perspectives on the Child Welfare Workforce: Part 2 [Audio Files].**

*On the Line with CWLA.*

Child Welfare League of America.

2008

BlogTalkRadio

[service@blogtalkradio.com](mailto:service@blogtalkradio.com)

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

The second in the four-part series of programs focused on the child welfare workforce throughout March -- National Professional Social Work Month. This program explores policy actions designed to promote improvements in the child welfare workforce. (Author abstract)

<http://www.blogtalkradio.com/CWLA-Radio/blog/2008/03/12/Public-Policy-Perspectives-on-the-Child-Welfare-Workforce-Part-2-1>

**Labor Pains: Strengthening The Child Welfare Workforce: Part 3 [Audio Files].**

*On the Line with CWLA.*

Child Welfare League of America.

2008

BlogTalkRadio

[service@blogtalkradio.com](mailto:service@blogtalkradio.com)

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

The third in the four-part series of programs focused on the child welfare workforce throughout National Professional Social Work Month. The severe shortage of well-trained child welfare workers continues to result in high staff turnover, high caseloads and ultimately poor outcomes for children and families. In this program we examine effective strategies for recruiting, training and retaining competent workers in America's child welfare system. (Author abstract)

<http://www.blogtalkradio.com/CWLA-Radio/blog/2008/03/19/Labor-Pains-Strengthening-The-Child-Welfare-Workforce-Part-3-1>

**Child Welfare Workers: Overworked and Underpaid: Part 4 [Audio Files].**

*On the Line with CWLA.*

Child Welfare League of America.

2008

BlogTalkRadio

[service@blogtalkradio.com](mailto:service@blogtalkradio.com)

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

The fourth in the four-part series of programs focused on the child welfare workforce throughout March -- National Professional Social Work Month. Large caseloads, long hours, low pay and high staff turnover are prime factors that contribute to burnout among child welfare workers -- forcing many to leave the profession altogether. On this program, guests discuss the need for better pay and innovative approaches for keeping more workers in the field. (Author abstract)

<http://www.blogtalkradio.com/CWLA-Radio/blog/2008/03/26/Child-Welfare-Workers-Overworked-and-Underpaid-Part-4>

**Workforce Implications: Issues and Strategies for Workforce Development. (Chapter 24 in The System of Care Handbook: Transforming Mental Health Services for Children, Youth, and Families).**

*Systems of Care for Children's Mental Health.*

Dodge, Joan M. Huang, Larke Nahme.

2008

Paul H. Brookes Publishing Co.

Post Office Box 10624

Baltimore, MD 21285-0624

Available From: [www.brookespublishing.com](http://www.brookespublishing.com)

This chapter outlines unique issues and challenges for the health and human service delivery workforce in the children's mental health field. It also describes workforce development goals and responses implemented by individuals, organizations, and agencies to ensure that a quality workforce is in place for children and youth and their families. In addition, four key transformation strategies are discussed for improving the future workforce. 37 references. (Author abstract modified)

**Workforce Development and Cultural Competency Needs Assessment: Baseline Findings (Data Collection Period September-November 2007).**

*Nevada Child and Adolescent State Infrastructure Grant (CA-SIG)*

University of Nevada-Las Vegas. Nevada. Dept. of Health and Human Services. Division of Child and Family Services.

2008

Nevada Division of Child and Family Services (DCFS)

4126 Technology Way, 3rd Floor

Carson City, NV 89706

Tel: (775) 684-4400

Fax: (775) 684-4455

[webmaster@dcs.state.nv.us](mailto:webmaster@dcs.state.nv.us)

Available From: <http://dcs.state.nv.us/>

The overarching purpose of the needs assessment was to gather critical information about the children's behavioral health workforce system in the state of Nevada in order to improve outcomes for children and families by developing an infrastructure to better coordinate services. Specifically, the needs assessment was designed to provide vital information and data useful in supporting the work and activities associated with system transformation efforts. In short, the needs assessment aimed to measure workforce members' perceptions of how children's mental health transformation efforts can be advanced by addressing critical workforce issues. (Author abstract)

[http://www.dcs.state.nv.us/Reports/2008/CA-SIG\\_Needs\\_Assessment-Final\\_Ex\\_Summary\\_10-14-08.pdf](http://www.dcs.state.nv.us/Reports/2008/CA-SIG_Needs_Assessment-Final_Ex_Summary_10-14-08.pdf)

**More Promising Strategies: Recruitment and Retention [Teleconference].**

*Recruitment and Retention of a Qualified Workforce ; Part 2.*

Dickinson, Nancy. Strand, Virginia. Faller, Kathleen Coulborn.

National Child Welfare Resource Center for Organizational Improvement.

Jordan Institute for Families.

2008

National Child Welfare Resource Center for Organizational Improvement.

Muskie School-USM P.O. Box 15010 400 Congress Street

Portland, ME 04112-5010

Tel: 800-435-7543 207-780-5810

Fax: 207-780-5817

<http://muskie.usm.maine.edu/helpkids/contact.htm>

Available From: <http://muskie.usm.maine.edu/helpkids/>

In this session, teams from three states describe the promising strategies they have used to improve recruitment and retention of child welfare staff. All of these sites have implemented innovative initiatives that have had a positive impact on the child welfare workforce. They have addressed the array of issues that are critical to retaining staff -- targeted and realistic recruitment and screening, strengthening supervision, leadership training, mentoring and organizational development. This session included time for discussion, during which the other grantees and other agencies shared their experience and additional approaches that have been effective. (Author abstract)

[http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB\\_ID=T052008](http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T052008)

**Professionalizing the Child Welfare Workforce: Kentucky's Credit for Learning (CFL) Initiative.**

Sar, Bibhuti K. Bledsoe, Linda K. Sullivan, Dana J. Weeks, Pamela L. Fox, Steve. Barrett, Lisa H. University of Louisville. Kent School of Social Work.

2008

*Journal of Public Child Welfare*

2 (4) p. 471-494

Routledge

27 Church Rd.; Hove

East Sussex, BN3 2FA, Tel: +44 (0) 20 7017 6000

Fax: +44 (0) 20 7017 6699

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

In this article, we provide an overview of existing university-agency partnerships in child welfare. Then we discuss in detail one state's extension of its partnership approach to enhancing professional development system via an initiative called Credit for Learning, where child welfare workers are able to meet agency training requirements while earning graduate course credit that can be applied towards a master's degree in social work. Knowledge gained from the experience of developing and implementing this initiative is also discussed. (Author abstract)

**Design-oriented 21st Century Child Welfare Leadership: Targeting Improvements in the Workforce, the Workplace, Practice, and Policy.**

Lawson, Hal A.

University at Albany, The State University of New York.

2008

Notwithstanding the enduring legacies of industrial age child welfare systems, these systems are ill-suited for the global realities of the 21st Century. The upshot is that these systems need to be redesigned, necessitating design-oriented leadership. Five inseparable descriptors describe a new leadership model: Design-oriented, outcomes-focused, collaborative, distributed, and adaptive. Together they describe people who serve as leaders and the leadership activities that improve the workforce, the workplace, practice, policy, and their connections. These five descriptors also signal the relationship between leadership and high performing learning organizations. Research indicates that the most formidable challenges involving the workforce, the workplace, practice, and policy nest in each, so much so that addressing often one entails addressing the others. Novelty, complexity, and conflicts are endemic in this work. Prospective and practicing child welfare leaders need new preparation initiatives, which retain the contributions of conventional training while encompassing new directions for better learning and performance. (Author abstract)

**National Child Welfare Workforce Institute [Website].**

University at Albany SUNY. School of Social Welfare. National Child Welfare Workforce Institute. United States. Children's Bureau.

2008

National Child Welfare Workforce Institute

School of Social Welfare The University at Albany SUNY 301 Richardson Hall 135 Western Avenue

Albany, NY 12222

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

The purpose of the National Child Welfare Workforce Institute is to build the capacity of the nation's child welfare workforce and improve outcomes for children and families through activities that support the development of skilled child welfare leaders in public, private and tribal child welfare systems. Their goals are to derive promising practices in workforce development, identify and facilitate child welfare leadership training for middle managers and supervisors, administer BSW and MSW traineeships, engage national peer networks, support strategic dissemination of effective and promising workforce practices, and advance knowledge through collaboration and evaluation. (Author abstract)

<http://www.ncwwi.org/>

**The Study of Workload in Child Protective Services.**

Edwards, Myles T. Reynolds, Joanna.

2008

*Protecting Children*

23 (3) p. 1-88

American Humane

63 Inverness Drive East

Englewood, CO 80112

Tel: 303-792-9900

Fax: 303-792-5333

[http://www.americanhumane.org/site/PageServer?pagename=wh\\_contact](http://www.americanhumane.org/site/PageServer?pagename=wh_contact)

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

This special issue explores the measurement of the workload of child welfare staff and shares findings from workload studies. The first article considers workload and understaffing as both causes and effects of high turnover in child welfare agencies. It reviews research findings that link adequate staffing to improved child safety and well-being, and outlines simple steps child welfare administrators can take to evaluate and manage agency workload capacity. The following article focuses on prerequisites for workload studies. Common elements of workload studies are described and presented in the context of two studies conducted in Utah and in Washington State. The Canadian experience in conceptualizing and evaluating child welfare workload is examined in the fourth article, and the fifth article presents findings from a child welfare worker task analysis study in Florida. Administrative and practice recommendations in response to the study are discussed. The final article follows the chronology of a workload time study as practiced at American Humane, and presents guidelines to be used in conducting effective workload studies. Numerous references.

**Workforce (Focal Point, Winter 2008).**

Walker, Janet S. Gowen, L. Kris. Aue, Nicole.

Portland State University. Research and Training Center on Family Support and Children's Mental Health.

2008

*Focal Point*

22 (1) p. 1-32

Research and Training Center on Family Support and Children's Mental Health

PO Box 751

Portland, OR 97207-0751

Tel: 503-725-4040

Fax: 503-725-4180

[rtcpubs@pdx.edu](mailto:rtcpubs@pdx.edu)

Available From: <http://www.rtc.pdx.edu/>

This issue of Focal Point explores how the increasing emphasis on using evidence-based practices and a "system of care" approach is driving changes in jobs and roles related to children's mental health. Articles in the issue describe how agencies and providers of services and supports have responded to these changes by creating new types of positions or by redefining existing roles. The articles also focus on training and other workforce development activities that are required to support these kinds of changes in the workforce. (Author abstract)

[http://www.rtc.pdx.edu/pdf\\_counter/process\\_email.php?pdf=http://www.rtc.pdx.edu/PDF/fpW08.pdf](http://www.rtc.pdx.edu/pdf_counter/process_email.php?pdf=http://www.rtc.pdx.edu/PDF/fpW08.pdf)

### **Grant Projects Focus on Workforce and Recruitment and Retention.**

*Grantee Lessons Learned*

Child Welfare Information Gateway.

2008

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](mailto:info@childwelfare.gov)

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

Sponsoring Organization: Children's Bureau.

This resource paper discusses the eight projects funded by 5-year Children's Bureau grants, beginning in 2003, for "Developing Models of Effective Child Welfare Staff Recruitment and Retention Training." The paper looks at some of the cluster's early findings, as well as anecdotal evidence for the projects' effectiveness. Early findings are discussed in the areas of the hiring process, improvements in the workplace culture, training, technology optimization, and customized solutions. (Author abstract)

### **Workforce Issues Continue to Plague Child Welfare.**

Riggs, Diane

2007

*Adoptalk*

Summer 2007 (p. 1-2, 7) North American Council on Adoptable Children.

970 Raymond Avenue Suite 106

St. Paul, MN 55114  
Tel: 800-470-6665 651-644-3036  
Fax: 651-644-9848  
[info@nacac.org](mailto:info@nacac.org)

This article comments on recent testimony by the Government Accountability Office that a high number of child welfare cases per worker is one of child welfare's biggest challenges. It cites statistics on high child caseloads and identifies additional workforce issues that are leading to high worker turnover, including: inadequate pay, job pressures, lack of training, and inconsistent supervision. Staff retention recommendations from Children's Rights and the National Center for Youth Law are provided.

**Reforming the Human Services Workforce: The Essential Role of Life-Experienced Workers.**

Gardner, Sid. Nava, Danielle.  
Children and Family Futures (Organization). Cornerstones for Kids.  
2007  
Cornerstones for Kids  
One Greenway Plaza Suite 550  
Houston, TX 77046  
Tel: 713-627-2322  
Fax: 713-627-3006  
[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

In this paper, Children and Family Futures examines the differing contributions that professional preparation and formal credentials bring to the human services workforce, in contrast to the value of direct, personal experiences possessed by life-experienced workers. The paper explores the benefits of each. (Author abstract)

[http://www.cornerstones4kids.org/images/cff\\_report\\_0207.pdf](http://www.cornerstones4kids.org/images/cff_report_0207.pdf)

**Improving the Child Welfare Workforce.**

Farber, Julie. Munson, Sara.  
National Center for Youth Law (U.S.)  
Children's Rights (Organization)  
2007  
*Youth Law News*.  
28 (1) p. 1-3  
National Center for Youth Law  
405 14th Street, 15th Floor  
Oakland, CA 94612  
Tel: (510) 835-8098  
Fax: (510) 835-8099  
[info@youthlaw.org](mailto:info@youthlaw.org)

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

This article includes 11 recommendations for improving the child welfare workforce.

[http://www.youthlaw.org/publications/yln/2007/january\\_march\\_2007/improving\\_the\\_child\\_welfare\\_workforce/](http://www.youthlaw.org/publications/yln/2007/january_march_2007/improving_the_child_welfare_workforce/)

[http://www.youthlaw.org/fileadmin/ncyl/youthlaw/publications/yln/2007/issue\\_1/YLN\\_JAN-MAR07\\_Article\\_4.pdf](http://www.youthlaw.org/fileadmin/ncyl/youthlaw/publications/yln/2007/issue_1/YLN_JAN-MAR07_Article_4.pdf)

### **Workforce Planning Portal [Website].**

Cornerstones For Kids.

2007

Cornerstones for Kids

One Greenway Plaza Suite 550

Houston, TX 77046

Tel: 713-627-2322

Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

The Workforce Planning Portal is designed to help individuals in a variety of organizations improve their workforce. It includes hands-on tools, as well as strategies and solutions to address short- and long-term workforce issues. It is organized around a workforce planning model, comprised of five steps. Users can browse content and use the interactive tools in each, or all, of the five steps -- 1) Strategy Assessment; 2) Data Collection; 3) Data Analysis; 4) Implementation; and 5) Evaluation. Using individual steps or tools will allow you to answer specific workforce related questions - such as how to calculate the cost of employee turnover or how to create an exit interview - or address specific workforce issues like identifying competencies for the jobs in your organization. Completing all five steps will provide a more comprehensive picture of the state of your organization's workforce, and how to undertake needed improvements. (Author abstract modified)

<http://portal.cornerstones4kids.org/>

### **Promoting Child Welfare Workforce Improvements Through Federal Policy Changes.**

Children's Defense Fund. Children's Rights (Organization) Cornerstones for Kids. Human Services Workforce Initiative.

2007

Cornerstones for Kids

One Greenway Plaza Suite 550

Houston, TX 77046

Tel: 713-627-2322

Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

This series of reports is the result of discussions among key child welfare organizations designed to examine the workforce challenges that impede efforts to meet critical child welfare outcomes,

and to develop a set of federal policy recommendations to support workforce improvements.  
(Author abstract)

[http://www.cornerstones4kids.org/images/promoting\\_0207.pdf](http://www.cornerstones4kids.org/images/promoting_0207.pdf)

**Connected by 25: Financing Workforce Development Programs for Youth Transitioning Out of Foster Care.**

Anuskiewicz, Brittany.

The Finance Project.

2007

Finance Project

1401 New York Avenue, Suite 800

Washington, DC 20005

Tel: (202) 628-4200

Fax: (202) 628-1293

[info@financeproject.org](mailto:info@financeproject.org)

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

This brief focuses on six financing strategies that program developers and community leaders can use to support workforce development programs and services for youth currently in foster care or transitioning from the foster care system: 1. Maximize workforce development resources; 2. Maximize child welfare resources; 3. Access community development resources; 4. Connect with education resources; 5. Build partnerships with employers; and 6. Improve coordination across systems. For each strategy, the brief highlights funding sources to pursue, partners to engage, and considerations for implementation. The brief also includes examples of these strategies in practice. The financing strategies encourage program leaders to look beyond traditional workforce development funds to explore and coordinate funding from myriad sources -- federal, state, and local governments as well as private groups. (Author abstract)

[http://www.financeproject.org/publications/Workforce\\_SB.pdf](http://www.financeproject.org/publications/Workforce_SB.pdf)

**Building Management Capacity for Workforce Recruitment and Retention.**

2007

*Children's Bureau Express*

8 (4) 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](mailto:info@childwelfare.gov)

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

<http://cbexpress.acf.hhs.gov/index.cfm?event=website.viewArticles&issueid=83&sectionid=1&articleid=1337>

**Workforce Retention in Michigan.**

2007

*Children's Bureau Express*

8 (1) 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](mailto:info@childwelfare.gov)

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

<http://cbexpress.acf.hhs.gov/index.cfm?event=website.viewArticles&issueid=80&sectionid=1&articleid=1270>

**Child Welfare Workplace: The State of the Workforce and Strategies to Improve Retention.**

Scannapieco, Maria. Connell-Carrick, Kelli.

2007

*Child Welfare.*

86 (6) p. 31-52

Child Welfare League of America (CWLA)

2345 Crystal Drive, Suite 250

Arlington, VA 22202

Tel: 703-412-2400

Fax: 703-412-2401

[order@cwla.org](mailto:order@cwla.org)

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

Child welfare systems throughout the United States are being closely scrutinized as sensational cases appear in the media in nearly every state. At the federal level, with the Child and Family Service Review process, the government is documenting that states across the country are not conforming to federal child welfare requirements (DHHS, 2007) put in place to ensure the safety and well-being of children. One of the most crucial underlying causes of these inadequacies is a workforce that lacks the manpower for the tasks it confronts. To meet performance standards for the seven major Adoption and Safe Family Act child welfare safety outcomes, child protection agencies must stop the outward flow of staff from the workplace. This paper presents a study examining correlates related to retention. It found that supervisors and co-workers play a crucial role in the retention of workers. Strategies are presented aimed at assisting states in ways to slow the turnover rates of workers in child welfare. (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

405 14th Street, 15th Floor  
Oakland, CA 94612  
Tel: (510) 835-8098  
Fax: (510) 835-8099

[info@youthlaw.org](mailto:info@youthlaw.org)

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

Sponsoring Organization: Cornerstones for Children

IChildren's Rights, in collaboration with the National Center for Youth Law (NCYL) and with support from Cornerstones for Kids, conducted a review of efforts to strengthen the child welfare workforce in the context of class action litigation in 12 jurisdictions across the nation. Children's Rights and NCYL interviewed 74 key stakeholders about the provisions related to workforce issues that are included in the court orders in these cases, the progress made, and the barriers that have hindered success. Participating stakeholders included attorneys, child welfare agency representatives, court monitors, representatives of foster parent and service provider membership organizations, judges, guardians ad litem, private providers, mediators, university-agency training partnership staff, and next friend advocates in these jurisdictions. Interviewees indicated that progress has been made to improve the child welfare workforce in these jurisdictions, and that work remains to be done. The vast majority of interviewees said that there would not have been improvements without the litigation or that improvements would not have been as significant. Improvements noted by interviewees since the litigation included increases in funding for the system and improvements in staff recruitment, caseloads, supervisory ratios, training, quality assurance mechanisms, technological supports, and data collection. Many interviewees said that these workforce improvements had begun to translate into improved case practice and better outcomes for children and families. The problem of staff turnover was identified by many interviewees as an area that had not been successfully addressed.

Interviewees also noted only moderate improvements in regard to staff incentives; the quality of supervision; working conditions, including safety issues; the use of research to inform practice; and leadership and agency culture. Seventeen recommendations for improving the child welfare workforce are discussed. Numerous references. (Author abstract modified)

[http://www.youthlaw.org/fileadmin/ncyl/youthlaw/child\\_welfare/FINAL--FULL\\_REPORT--IMPROVING CHILD WELFARE WORKFORCE.pdf](http://www.youthlaw.org/fileadmin/ncyl/youthlaw/child_welfare/FINAL--FULL_REPORT--IMPROVING_CHILD_WELFARE_WORKFORCE.pdf)

**The Challenge of Workforce Management in a Global Society: Modeling the Relationship Between Diversity, Inclusion, Organizational Culture, and Employee Well-Being, Job Satisfaction and Organizational Commitment.**

Findler, Liora. Wind, Leslie H. Barak, Michalle E. Mor.

2007

*Administration in Social Work.*

31 (3) p. 63-94

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](mailto:getinfo@haworthpressinc.com)

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

Social work managers are increasingly challenged by the growing need to effectively manage workforce diversity and to create a welcoming and inclusive organizational environment. This is particularly important in light of the disproportional representation of women and members of minority groups in human service organizations and the gap between diversity of the client population versus the diversity of the staff. With social identity theory and inclusion-exclusion conceptual framework as a backdrop, this study tests a comprehensive theory-based model of the relationship between diversity, organizational culture, and employee outcomes. Using structural equations modeling, the proposed model was tested in a representative sample of one hundred and fourteen employees in a high tech company in Israel. The results point to significant paths between diversity and organizational-culture variables and between organizational-culture variables such as fairness, inclusion, stress, and social support to employee outcomes of well-being, job satisfaction, and organizational commitment. Within the context of globalization, implications for social work management practices are drawn, particularly for implementing policies and practices that promote an inclusive organizational culture and a sense of belonging, satisfaction, and commitment in employees. (Author abstract)

#### **Washington State Children's Administration Workload Study.**

Washington. Department of Social and Health Services. Children's Administration. Walter R. McDonald & Associates. American Humane Association.  
2007

Washington Department of Social and Health Services  
PO Box 45710  
Olympia, WA 98504-5710

Available From: <http://www1.dshs.wa.gov/>

The goals of the Workload Study presented in this report were to: 1. Understand the required practice activities of child welfare workers, clerical staff and infrastructure support staff in fulfilling their duties; 2. Understand the time and staff needed to complete all practice activities; 3. Estimate the time required to engage in child welfare practice that can be considered basic practice; and 4. Equip CA with the tools, models and skills necessary to continuously reassess workload based on shifts in factors that influence the provision of child welfare services. A significant proportion of resources went into the conceptualization, operationalization, and implementation of this study by Children's Administration staff at all levels, from state directors and policy-makers to office-level support staff. The results of their investment are: 1. A detailed description of the current State of Children's Administration staffing, tasks, and time use; 2. An analytical exploration of what is needed and could be done to address current gaps in Child

Welfare service delivery; and 3. A thorough description of the methodological and analytical guidelines, processes, and tools developed and utilized during the course of the study, so that all or part of it can be replicated or data further explored by CA at a later time. The primary findings of this study present the difference between "what is" and what a significant number of experienced CA staff believe "is needed" to fulfill current policies, regulations, and basic practice standards. These findings are measured in terms of the staff hours, case hours and the number of FTEs needed in both the Division of Child and Family Services (DCFS) and the Division of Licensing Resources (DLR). These findings are meant to be descriptive and not definitive recommendations. (Author abstract)

<http://www1.dshs.wa.gov/CA/pubs/wls2007.asp>

**Workload Study / Utah Division of Child and Family Services.**

Utah. Dept. of Human Services. Division of Child and Family Services.

2007

Utah Department of Human Services, Division of Child and Family Services

120 North 200 West #225

Salt Lake City, UT 84103

Tel: 801-538-4100

Fax: 801-538-3993

[CAROLMILLER@utah.gov](mailto:CAROLMILLER@utah.gov)

Available From: <http://www.hsdcfcs.utah.gov/>

This study explored the workload of caseworkers in the Department of Utah Division of Child and Family Services (DCFS) and identified factors that seem to make a difference in the time required by the caseworker. During the period from February 1 through August 23, 2007, caseworkers in the division were asked to record actual time spent on a specific case. Different activities related to casework were combined into a limited number of broad categories. It was determined that Out-of-Home Care (SCF) cases could be broken down into 13 major elements, while Home-Based (HB) and Child Protective Services (CPS) cases could have time categorized into 9 different elements. Of the potential 201 SCF caseworkers who were asked to maintain a log on one case, 133 (66%) maintained a log; of the 85 HB caseworkers, 66 (78%) maintained a log on one case; and of the 124 CPS workers, 109 (88%) maintained a log on one case. Using average number of hours per day spent on cases, a current average caseload for SCF was determined to be 14.6 cases, 17 for HB, and 12 for CPS. Overall these numbers, except for HB, are close to the current actual caseload averages. For the fourth quarter of FY 2007, the actual caseload for SCF averaged 14.1 cases/worker, for CPS 13.5, and for HB 13.1. The major time elements of a SCF case are: client visits 25%, collateral visits 18%, travel 19%, and documentation 15%. The major time elements of a HB case were: client contact 34%, travel 17%, and documentation 17%. On CPS cases, 25% of the time was spent in client contact, 26% in documentation, 16% in travel, and 13% in collateral contacts. The study concludes that a CPS caseload ratio of 15 cases per worker may be too high, and also that a more appropriate ratio is 12 cases per worker. The current CPS caseload average is 13.5. The study suggests that a SCF caseload ratio of 15 (14.6) cases per

worker may represent a manageable caseload. The current average is 14.1 cases per worker. It was determined further study is needed to establish caseload ratios for HB cases. There is no significant difference in the ratio for rural and urban caseloads. Recommendations for reform are discussed. 4 exhibits.

<http://www.hsdcsf.utah.gov/documents/FinalWorkloadStudy101807.pdf>

### **Characteristics of Workload Management in Public Child Welfare Agencies.**

Juby, Cindy. Scannapieco, Maria.

2007

*Administration in Social Work.*

31 (3) p. 95-109

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](mailto:getinfo@haworthpressinc.com)

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

This study examines the relationship among supervisor support, availability of resources, and worker ability and their impact on workload management. Child welfare caseworkers struggle to maintain their workloads amid tremendously high caseloads and ever-increasing paperwork. A structural equation model is utilized to determine the dynamic relationship of these variables. Results suggest that supervisor support and availability of resources have a direct impact on workload management. Additionally, supervisor support is significantly associated with worker ability and availability of resources. While worker ability does not directly affect workload management, it is significantly related to availability of resources. Results of this study can be useful to public child welfare agencies by identifying variables associated with increased manageability of employee workloads. (Author abstract)

### **The Organizational Effectiveness Institute: Building the 21st Century Workforce: Lessons Learned in Implementing a Training Program for Human Services Leaders.**

*Human Services Workforce Initiative. Multiple Workforces.*

American Public Human Services Association. Cornerstones for Kids.

2007

Cornerstones for Kids

One Greenway Plaza Suite 550

Houston, TX 77046

Tel: 713-627-2322

Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

The American Public Human Services Association created and implemented a multi-session Workforce Development Institute designed to assist agencies in putting promising workforce approaches into practice. This report describes the lessons learned during the process of engaging and training human services administrators in effecting change in the workforce functions of their organizations. (Author abstract)

[http://www.cornerstones4kids.org/images/APHSA\\_report\\_0907.pdf](http://www.cornerstones4kids.org/images/APHSA_report_0907.pdf)

**APHSA Workforce Institute Process Review Final Report.**

Christie, Sue. Basso, Phil. O'Brien, Robin.

American Public Human Services Association.

American Public Human Services Association.

2007

American Public Human Services Association

810 First Street, N.E., Suite 500

Washington, DC 20002

Tel: 202-682-0100

Fax: 202-289-6555

[pubs@aphsa.org](mailto:pubs@aphsa.org)

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

Between May 2006 and June 2007, the American Public Human Services Association (APHSA) organized the Organizational Effectiveness Institute: Building the 21st Century Workforce (Workforce Institute). The Workforce Institute brought together executives from nine public human services agencies. The Institute's aim was to help participants strengthen their agencies' workforce and human resources functional capacity. The jurisdictions represented were Arizona, California, Idaho, Los Angeles, New York State, Tennessee, Virginia, Washington, DC and Washington State. The Institute was comprised of four in-person sessions held in Seattle, Chicago, Phoenix, and Washington D.C. This final report discusses the rationale for the Workforce Institute, its objectives and design principles, its specific design elements and flow, and its participants. Findings are shared that indicate the participants have internalized the Institute's models, frameworks, and tools. Participants reported that successful early change-making improved their ability to engage internal clients in a mutual agenda, focus their own teams on tangible accomplishments, and begin to envision a broader, longer-term agenda for continuous improvement. Driving systemic and systematic changes are also discussed, as well as major successes in HR structure, roles, and performance measures, increased program ownership of workforce capacity building, and enhanced recruitment and retention. Challenges participants faced and strategies to overcome them are also described. Following sections of the report discuss: recommended change strategies; characteristics of different types of participants; the impact of readiness on the technical assistance required and participant growth; the impact of institute design on participant learning and growth; and key steps that are most important for helping agency leaders move an organization forward. Appendices include organizational

assessment tools. (Author abstract modified)

<http://www.aphsa.org/Home/Doc/Workforce-Institute-Process-Review-Final-Report.pdf>

**Child Welfare Workforce.**

*National Data Analysis System Issue Brief.*

Hjelm, Rebecca Toni.

Child Welfare League of America. National Data Analysis System.

2007

National Data Analysis System

Child Welfare League of America 2345 Crystal Drive, Suite 250

Arlington, VA 22202

Tel: (703) 412-2400

Fax: (703) 412-2401

[ndas@cwla.org](mailto:ndas@cwla.org)

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

A systematic review of literature on child welfare workforce retention, conducted by the Institute for the Advancement of Social Work Research (IASWR), identified several personal and organizational factors that influence the retention of caseworkers. They include caseloads, supervisory support, education, opportunity for advancement and salary. This issue brief addresses these factors. (Author abstract)

[http://ndas.cwla.org/include/pdf/Workforce\\_Final\\_IB.pdf](http://ndas.cwla.org/include/pdf/Workforce_Final_IB.pdf)

**Georgia's Guide to Federal and State Sources that Support Youth Workforce Development  
With a Focus on Foster Youth.**

Richie, Clare S.

Georgia Budget and Policy Institute.

2007

Georgia Budget and Policy Institute

100 Edgewood Avenue, Suite 950

Atlanta, GA 30303

Tel: 404-420-1324

Fax: 404-420-1329

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

The purpose of this study is to identify the programs and investments made by the state and federal government to employment related programs that target Georgia's youth with a focus on opportunities for foster youth. Compiled data include broadly defined employment programs for youth ages 16-24, funded by state and federal dollars. Data was further broken down by specific youth populations (Foster Youth, High School 11th -12th Graders, High School Dropouts, High School Graduates/GED, Youth (who are) Parents, Youth with Disabilities, Youth with Criminal Records, Low Income Youth, and All Youth.) (Author abstract)

<http://www.gbpi.org/pubs/specialreport/20070523.pdf>

**Changing the Conversation about Workforce Development: Getting from Inputs to Outcomes.**

*Human Services Workforce Initiative. Multiple Workforces.*

Cornerstones for Kids. Harvard Family Research Project.

2007

Cornerstones for Kids

One Greenway Plaza Suite 550

Houston, TX 77046

Tel: 713-627-2322

Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

In this report the Harvard Family Research Project looks within and across four human service sectors -- early childhood, child welfare, juvenile justice, and youth development -- along with public school education, to determine what research and evaluation reveal about the ways investments in the workforce lead to better child and youth outcomes. The review of the empirical research resulted in a preliminary framework, or logic model, describing how workforce elements could lead to improved outcomes. Based on the review of existing research and an overview of promising new research and development efforts, the authors make specific recommendations for future research and evaluation that should stimulate broader discussion within and across the four sectors. (Author abstract)

[http://www.cornerstones4kids.org/images/Harvard\\_report\\_1007.pdf](http://www.cornerstones4kids.org/images/Harvard_report_1007.pdf)

**Change for Children?: The Challenges and Opportunities for the Children's Social Work Workforce.**

Gupta, Anna. Blewett, James.

University of London.

2007

*Child and family social work*

12 (2) p. 172-181

Wiley-Blackwell

111 River Street

Hoboken, NJ 07030

Tel: 1-800-825-7550 201-748-6000

Fax: 201-748-6088

[info@wiley.com](mailto:info@wiley.com)

Available From: [www.wiley.com](http://www.wiley.com)

Children's services are currently undergoing their biggest changes in a generation. The government is seeking to create a more coherent, seamless configuration of services, with a view to securing improved outcomes for all children. However, there is a current crisis in the recruitment and retention of a range of child welfare professionals, including children's social workers, which must be addressed in order for this ambitious agenda to be achieved. This paper

discusses the findings of a series of focus group discussions with social workers undertaking the London Post Qualifying Child Care Award in response to the Children's Workforce Strategy consultation process. These findings are then analysed within the context of the wider literature on social work practice and workforce development. It is argued that central to the debate on how to sustain a competent and stable social work workforce should be consideration of the consequences of initiatives to audit and assess performance; the promotion of relationship-based social work; and the wider role of social work in preventative and protective services for children. (Author abstract)

**Maryland Child Welfare Workforce Recruitment, Selection and Retention Study. Project Report.**

Hopkins, Karen M. Cohen-Callow, Amy.  
University of Maryland. School of Social Work.  
2007

Wiley-Blackwell  
111 River Street  
Hoboken, NJ 07030  
Tel: 1-800-825-7550 201-748-6000  
Fax: 201-748-6088  
[info@wiley.com](mailto:info@wiley.com)

Available From: [www.wiley.com](http://www.wiley.com)

Sponsoring Organization: Maryland. Dept. of Human Resources. Social Services Administration. In response to the growing national concerns about staff recruitment and turnover within the child welfare workforce, Maryland has made a commitment to assess its current child welfare workforce situation. Recognizing the importance of this issue to the provision of quality care to children and their families, the Maryland state legislature passed House Bill 799/Senate Bill 792 (Child Welfare Accountability Act, 2006) mandating that the Maryland Department of Human Resources (DHR) commission a twelve-month study on child welfare workforce recruitment and retention to be carried out by the University of Maryland School of Social Work. Researchers in conjunction with DHR advisory members and experts in the field of child welfare research conducted a mixed-method study to better understand the current child welfare workforce situation. Data was collected to describe the child welfare workforce, to guide actionable recommendations for change, and to create baseline data for evaluating the success of any future change strategies implemented by DHR. The findings from this research are consistent with previous research, suggesting that Maryland DHR faces the challenge of growing turnover, continuous vacancies, and organizational factors (above and beyond personal/demographic factors) related to organizational withdrawal, a continuum of behaviors signaling potential turnover. With this clearer picture of the current Maryland workforce situation, informed decisions regarding intervention strategies can be implemented to recruit, select and retain a talented child welfare workforce. This report is structured to highlight key issues of interest. It describes the research methods and processes used to conduct the study, DHR turnover and

vacancy trends over the last few years, caseloads, supervisor to supervisee ratios, and salaries for the current child welfare workforce. Finally, individual and organizational factors related to withdrawal behaviors and turnover are highlighted through a presentation of themes that emerged from 21 focus groups with 203 case workers and supervisors from across the state, and from data gathered in an online survey completed by 561 Maryland DHR workers. The focus and scope of this research was to: (1) Identify characteristics of the existing Maryland child welfare workforce; (2) Compare salaries of Maryland child welfare personnel (caseworkers, supervisors, administrators) with comparable personnel in other states and with other state government employees; (3) Establish the rate of caseworker turnover (overall and by agency/region) for a specified time period; and (4) Identify organizational, personal, and other factors contributing to retention or turnover. (Author abstract)

[http://www.family.umaryland.edu/ryc\\_research\\_and\\_evaluation/child\\_welfare\\_research\\_files/cwwrsrs10-07.htm](http://www.family.umaryland.edu/ryc_research_and_evaluation/child_welfare_research_files/cwwrsrs10-07.htm)

**Through a Kaleidoscope: How the Evolving Field of Workforce Development Impacts the Experiences of Frontline Workers in Three Cities.**

Public/Private Ventures. Cornerstones for Kids. Human Services Workforce Initiative.  
2007

Cornerstones for Kids  
One Greenway Plaza Suite 550  
Houston, TX 77046  
Tel: 713-627-2322  
Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

In this paper, Public/Private Ventures reports on a study of workforce development workers in Houston, Philadelphia, and San Jose. The report identifies workers' positions, duties, salaries, backgrounds, and experiences; the range of workforce institutions and approaches; the challenges that these organizations face in recruiting and retaining qualified staff; and frontline workers' training needs and access to training. The authors conclude with recommendations for supporting the continuing education and professional development of frontline workers, especially those who are disadvantaged and those in community-based organizations, and for attracting new talent to the field through fellowships and certification and degree programs.

(Author abstract)

[http://www.cornerstones4kids.org/images/PPV\\_report\\_0807.pdf](http://www.cornerstones4kids.org/images/PPV_report_0807.pdf)

**Child Welfare Design Teams: An Intervention to Improve Workforce Retention and Facilitate Organizational Development.**

Caringi, James C. Lawson, Hal A. Strolin-Goltzman, Jessica. McCarthy, Mary. Briar-Lawson, Katharine. Claiborne, Nancy.  
University of Montana.  
2007

*Research on Social Work Practice*

p. 1-10

Sage Publications

2455 Teller Road

Thousand Oaks, CA 91320

Tel: 800-818-7243 805-499-0721 805-499-9774 (order pubs)

Fax: 800-583-2665 805-499-0871

[info@sagepub.com](mailto:info@sagepub.com)

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

Workforce turnover in public child welfare is a national problem. Individual, supervisory, and organizational factors, individually and in combination, account for some of the turnover. Complex, comprehensive interventions are needed to address these several factors and their interactions. A research and development team is field testing one such intervention. The three-component intervention encompasses management consultations, capacity building for supervisors, and a cross-role, intra-agency design team (DT). DTs consist of representative workers from pilot child welfare systems. A social worker from outside the agency facilitates team problem solving focused on retention of workers. DT problem solving combines action research and learning. DTs and their facilitators rely on specially designed tools, protocols, and social work research as they address retention-related priorities. Intervention research findings as well as successful examples of retention-related problem solving indicate the DT intervention's potential contributions to social work education, research, and practice. (Author abstract)

**Workforce Capacity-Building.**

Christie, Sue.

2007

*Policy & Practice*

65 (1) p. 10-14

American Public Human Services Association

810 First Street, N.E., Suite 500

Washington, DC 20002

Tel: 202-682-0100

Fax: 202-289-6555

[pubs@aphsa.org](mailto:pubs@aphsa.org)

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

This article focuses on the capacity of your human resource function to guide you in this systematic and systemic work. It uses a model in this work, now field-tested with a number of states and localities, that identifies four levels of work that top-notch HR functions perform well. (Author abstract, modified)

**At a Crossroads: The US Human Services System and the Impact on Its Workforce.**

Friedman, Jerry W.

American Public Human Services Association.

2007

American Public Human Services Association

810 First Street, N.E., Suite 500

Washington, DC 20002

Tel: 202-682-0100

Fax: 202-289-6555

[pubs@aphsa.org](mailto:pubs@aphsa.org)

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

This paper was prepared for presentation at the International Symposium on Social Services Provision sponsored by the Korea Institute for Health and Social Affairs in Seoul, South Korea on December 11 and 12, 2007. It is intended to provide a practical description and a case study of the development of public health and human services policy and programs in the United States with special emphasis on emerging trends and an analysis of the impact on services as a result of the implementation of Welfare Reform in 1996. It concludes with a list of considerations as other governmental entities consider changes to their health and human services delivery systems.

This paper was written from the perspective of a generalist human services administrator with the goal of raising critical operational questions and options derived from lessons learned over the course of the last several decades. Its primary intended audience is policy makers and practitioners responsible for administering health and human service programs. (Author abstract)

[http://www.aphsa.org/home/doc/Korea\\_Jerry.pdf](http://www.aphsa.org/home/doc/Korea_Jerry.pdf)

**Maximizing Workforce Potential: Effective Recruitment and Retention Strategies [PowerPoint Presentation].**

Potter, Cathryn. Brittain, Charmaine. Berg, Mary.

Children's Bureau Conference for Agencies and Courts: Fresh Perspectives on Child Welfare Partnerships (2007 : Arlington, Va.)

Butler Institute for Families.

2007

Children's Bureau

Administration on Children, Youth and Families 1250 Maryland Avenue, SW, Eighth Floor

Washington, DC 20024

Available From: <http://www.acf.hhs.gov/programs/cb/>

Sponsoring Organization: United States. Children's Bureau.

The workforce is at the heart of child welfare practice. But finding and keeping an effective workforce continues to plague our field. This workshop represents the efforts and results of a federally funded, five year project to develop models of effective child welfare staff recruitment and retention so that the workforce potential can be maximized. The workshop, facilitated by a

multi-disciplinary panel, will address the challenges and opportunities of the child welfare workforce in a hands-on, practical, and usable way by: - Presenting a framework to create and sustain a culture that supports recruitment and retention. - Sharing data and research findings of organizational assessments conducted at five sites. - Offering specific tools and resources that can be used to improve recruitment and retention. - Providing an opportunity for participants to engage in action planning to incorporate ideas, knowledge, and strategies into their own workplace. (Author abstract)

<http://agenciesandcourts.com/zipped%20handouts/Maximizing%20Workforce%20Potential.zip>

**Public Child Welfare at a Crossroads: A Strategic Repositioning Initiative.**

American Public Human Services Association. Casey Family Programs.

2007

National Association of Public Child Welfare Administrators

810 First Street, NE, Suite 500

Washington, DC 20002

Tel: 202-682-0100

Fax: 202-298-6555

[napcwa@aphsa.org](mailto:napcwa@aphsa.org)

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

This fact sheet describes a joint initiative to examine how to position public child welfare as a professional field that possesses credibility and the capability of garnering political legitimacy and investment.

<http://www.napcwa.org/Home/docs/Strategic%20Repositioning%20Initiative.pdf>

**Seminal Research Findings on Human Service Workforce Development. Appendix A to Changing the Conversation about Workforce Development.**

*Human Services Workforce Initiative. Multiple Workforces.*

Cornerstones For Kids. Harvard Family Research Project.

2007

Cornerstones for Kids

One Greenway Plaza Suite 550

Houston, TX 77046

Tel: 713-627-2322

Fax: 713-627-3006

[info@cornerstones4kids.org](mailto:info@cornerstones4kids.org)

Available From: <http://www.cornerstones4kids.org>

This document presents specific research findings on workforce development. Findings are organized by: 1) the three patterns observed within the workforce development logic model, 2) the seven distinct pathways that describe the relationships between inputs and outcomes within these patterns, and 3) by workforce sector (early childhood, child welfare, juvenile justice, youth development). Logic model components that studies examined are shaded. (Author abstract)

[http://www.cornerstones4kids.org/images/Harvard\\_report.pdf](http://www.cornerstones4kids.org/images/Harvard_report.pdf)

**Recruitment and Retention of Staff in the Child Welfare System [Teleconference].**

National Resource Center for Family-Centered Practice and Permanency Planning,  
2007

National Resource Center for Family-Centered Practice and Permanency Planning  
Hunter College School of Social Work 129 East 79th Street  
New York, NY 10065

Tel: 212-452-7053

Fax: 212-452-7475

[gmallon@hunter.cuny.edu](mailto:gmallon@hunter.cuny.edu)

Available From: <http://www.hunter.cuny.edu/socwork/nrcfcpp>

The NRCFCPPP and the Child Welfare League of America sponsored a teleconference for state foster care and adoption managers. Audio of the call as well as handouts are available here.

<http://www.hunter.cuny.edu/socwork/nrcfcpp/teleconferences/index.html#randrstaff>

**Causes and effects of child welfare workforce turnover: current state of knowledge and future directions.**

Strolin, Jessica S. McCarthy, Mary. Caringi, Jim.  
2007

*Journal of Public Child Welfare*

1 (2) p. 29-52

Haworth Press

10 Alice Street

Binghamton, NY 13904-1580

Tel: 800-429-6784

Fax: 800-895-0582

[getinfo@haworthpressinc.com](mailto:getinfo@haworthpressinc.com)

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

This paper provides an overview of the current state of knowledge on the causes and effects of workforce turnover in child welfare. The causes of workforce turnover are abundant and have been categorized into three areas cited most often throughout the literature: individual factors, supervisory factors, and organizational factors. On the other hand, the empirical research on the effects of workforce turnover in child welfare is scant. This paper discusses the need for new empirical knowledge on the relationship between turnover and child welfare outcomes. The authors conclude with consideration of the gaps in the research and implications for social work practice and profession. (Author abstract)