

Recommendation 1: Reduce and Prevent Turnover-Related Risk Factors by Minimizing Professional Weaknesses and Threats							
Recommendation Goals	Intervention / Change Domain	Intervention/Change Targets	Intervention/Change Strategies	Implementation Context Considerations (Status of Related Domains/Targets)	Available Strategy Examples/Resources	Resource References	
Goal 1: Reduce Workforce Burnout and Job Dissatisfaction	Role Demands	Physical	Ensure that policies related to worker safety are appropriate, clear, and consistently implemented	When a worker reports feeling unsafe out in the community in a particular place or neighborhood, they should be able to speak with a supervisor or trusted administrator about the problem without being made to feel like being unsafe is just part of the job.	HOPE (Helping Our Peers Excel)	The Child Welfare Worker Safety Guide Culture of Safety: Using Policy to Address Traumatic Stress Among the Child Welfare Workforce Deaver (2020)	<a href="https://capacity.childwelfare.gov/sites/default/files/media_pdf/worker-safety-guide-cp-00121.pdf">https://capacity.childwelfare.gov/sites/default/files/media_pdf/worker-safety-guide-cp-00121.pdf</a>
		Psychological	Reduce experiences of overwhelming role demands by establishing/improving onboarding procedures, particularly progression to full caseloads	Increase flexibility and opportunities for teaming cases and sharing caseloads. Higher initial caseloads have been linked to early turnover.	SafeMeasures Limited caseloads for the first six months of employment Caseload sharing for new workers	Teaming in Child Welfare: A Guidebook <a href="https://www.childwelfare.gov/pubpdfs/case_work_management.pdf">https://www.childwelfare.gov/pubpdfs/case_work_management.pdf</a>	<a href="https://www.socialservicesworkforce.org/system/files/resource/files/Teaming_in_Child_Welfare_A_Guidebook.pdf">https://www.socialservicesworkforce.org/system/files/resource/files/Teaming_in_Child_Welfare_A_Guidebook.pdf</a>
		Interpersonal	Improve manageability of role demands through increasing options and/or support for teaming cases, with particular consideration for roles of supervisors	Explore teaming both internally as well as with community partners in order to share responsibility across systems.	Systems of Care Family Group Conferencing	Building and Sustaining Collaborative Community Relationships	<a href="https://library.childwelfare.gov/wp/wp-content/uploads/2018/11/3531.pdf?w=NATIVE%27SIMPLE_SRC%27%27%27%27Building%27and%27Sustaining%27Collaborative%27Community%27Relationships%27%27%27%27&amp;w=25&amp;h=18&amp;m=1">https://library.childwelfare.gov/wp/wp-content/uploads/2018/11/3531.pdf?w=NATIVE%27SIMPLE_SRC%27%27%27%27Building%27and%27Sustaining%27Collaborative%27Community%27Relationships%27%27%27%27&amp;w=25&amp;h=18&amp;m=1</a>
	Job Ambiguity	Unclear/Inconsistent/Conflicting Role Expectations (pre-hiring, onboarding, ongoing)	Candidate Screening Employee Selection Protocol and Defining Worker Competencies	Effective onboarding practices are essential for the first year retention of employees. Research suggests employee selection into clinical supervision work groups focused on advancing child welfare practice can increase job satisfaction and stress management. This intervention also included training, professional development, and ongoing support for supervisors leading the supervision groups.	Employee Selection into Clinical Supervision Groups Screening Strategies Job Fest	Predictors of Early Departure among Recently Hired Child Welfare Workers Inventory of Innovations: Workforce Development One state's effort to improve recruitment, retention, and practice through multifaceted clinical supervision intervention Leadership Academy for Supervisors Take the Lead Series: Screening Strategies- National Child Welfare Workforce Institute <a href="https://www.childwelfare.gov/pubpdfs/case_work_management.pdf">https://www.childwelfare.gov/pubpdfs/case_work_management.pdf</a>	Wilke (2019) Capacity Building Center for States (2018) Collins-Camargo (2009)
		Lacking and/or Poor Communication (with supervisor, within unit and agency, across community and service systems)	Actively assess supervision quality Implement ongoing approaches to support supervisors	Consider how to address micro managing from supervisors with effective supervision methods. Some shared decision making models may allow workers more autonomy in their role and allow for more effective supervision. Consider a comprehensive model of supervisory practice that addresses the complexity of the role.	360 feedback for child welfare leadership development	Cost effectiveness of an integrated service delivery model as measured by worker retention. Grenier, A. & Rienks, S. (2020) The views of many: 360 feedback for child welfare leadership development. Journal of Public Child Welfare, 14:1, 101-121. DOI:10.1080/15548732.2019.1672607.	Barbee (2011)
		Job Insecurity (frequent and/or unpredictable changes within roles, organizations, systems)	Provide clear and consistent communication regarding the frequency, timing, and potential impact of pending changes within the profession (agency, state, and/or national level) Ensure that information-sharing processes and content are comprehensive and inclusive across all workforce levels and roles.	Based on current agency policies and practices, create and/or enhance opportunities for staff participation in change planning and decision making. Current evidence indicates this is particularly critical when implementing evidence-based practices (EBPs), as staff experiences of EBP implementation can "increase job demands, stress, and burnout, and may thereby exacerbate turnover."	Leader-Member Exchange strategies Combination of participatory communicative strategies emphasizing employee engagement and programmatic approaches (top-down) that communicate targeted messages about the change.	Increasing Workplace Inclusion: The Promise of Leader-Member Exchange Does adoption of an evidence-based practice lead to job turnover? Results from a randomized trial Change Communication Strategies in Public Child Welfare Organizations: Engaging the Front Line	Brinham (2017) Whitaker (2020) Cao (2016)
	Worker Disempowerment	Lack of/Poor Practice Boundaries (unavailable and/or ineffective processes and practices regarding physical and/or mental health of workers)	Address barriers/challenges to maintaining work-life balance (time off, self-care, personal responsibilities) due to organizational policies and/or culture	Wellness program availability and quality Availability and Accessibility of Leave time (sick days, vacations)	Telework Flexible work schedules/hours Job related stress prevention training	Assessment of a prevention program for work-related stress among urban police officers	Arnetz (2013)
		Inefficacy (rigid and/or restrictive management, lack of autonomy in role activities and decisions)	To the extent possible within the county, revise compensation and benefit policies to better reflect responsibilities and expectations	Local resources, politics and perceptions vary significantly; county government may not be able to bear this responsibility alone Enhancing benefits in one county may exacerbate workforce challenges in surrounding counties.	Arrangements with local universities to consider paid credit hours towards employees MSW	Recruitment, retention, and role slumping in child protection: The evaluation of in-service training initiatives.	Searle (2012)
		Depersonalization (discouragement and/or dismissal of feedback, minimization and/or punishment of staff concerns and challenges (psychosocial, professional))	Institutionalize a process for employee voice and engagement Strengthen team cohesion and morale Build resilience among new workers	Research suggests depersonalization happens through emotional exhaustion. Work stressors such as role conflict, role ambiguity and work-family conflict lead workers to feel emotional exhaustion which then leads to feelings of cynicism and depersonalization. Combat worker disengagement through policies that encourage shared decision making and address role conflict and role ambiguity.	Weekly small group supervision for newly-hired workers Team-strengthening activities Appreciative Inquiry approaches to communication	Not Rocket Science: Implementing Efforts to Improve Working Conditions of Social Workers. Overcoming the five dysfunctions of a team. Appreciative inquiry as an organizational development tool.	Tham (2021) Lencioni, P. (2006). Martinez, C. F. (2002).
	Conflict	Interpersonal Hostility	Improve nonexistent and/or poor inter-agency relationships Address issues of professional stigma/societal misconceptions and their impact on workers	Consider the multiple roles supervisors are expected to fill for employees (administrative, educational, and supportive). Explore opportunities for inter-professional capacity building within county jurisdictions Ensure that worker protections (litigation, cross-agency hostility) are available and accessible. According to recent research, "eliciting empathy and paying attention to prior crisis history and professional reputation offers scope to quell public anger and desire for punishment."	Training and Technical Assistance Resources from the U.S. Children's Bureau - Child Welfare Capacity Building Division Proactive crisis management practices	Supporting Change in Child Welfare: An Evaluation of Training and Technical Assistance Stigmatized service workers in crisis: mitigating the effects of negative media Examining the Public's Desire to Punish Socially Stigmatized Service Workers in Crisis: Can Empathy Buffer Anger?	U.S. Children's Bureau (2015) Pervan (2016)
Unavailable/Poor Organizational Support		Improve critical incident responses to be more trauma-informed and worker-centered.	Research suggests a range of responses should be available for critical incident debriefing depending on the severity of the incident and the needs of the organization and employees. Policies should address both ensuring worker's physical safety as well as emotional safety and support needed for workers experiencing traumatic events.	Coaching/ Coach Ohio Reflective Supervision Adaptive Leadership Virtual Supervision NCWWI Leadership Academies	Supervising for Quality Child Welfare Practice Gateway (2020) Learning from the Field: Development of a Statewide Public Child Welfare Workforce Mentoring Program Evaluating coaching's effect: Competencies, career mobility and retention. Coaching in Child Welfare	Child Welfare Information Gateway (2020) Trawer (2021) Liske (2016) Capacity Building Center for States (2017)	
Professional/Systemic Injustice		Increase workforce knowledge and skills for practicing self-reflexivity, cultural sensitivity, and family participation in decision making. Provide agency-wide Implicit Bias Training: incorporate addressing this topic as an ongoing component of professional development.	Consider the need for culturally competent supervision to encourage inclusion and positive work climate. Ensure equity in career advancement opportunities	Implicit Bias Training Training supervisors in developing a culture of inclusion	Supervision: The Cornerstone for Caseworkers to Flourish	Val Kinjerski (2014) Kaizen Solutions for Human Services Walter, A. W., Ruiz, Y., Tourse, R. W. C., Kress, H., Morningstar, B., MacArthur, B., & Daniels, A. (2017). Leadership matters: How hidden biases perpetuate institutional racism in organizations. Human Service Organizations: Management, Leadership & Governance, 41(3), 213-221.	
Recommendation 2: Bolster Recruitment and Retention Protective Factors by Maximizing Professional Strengths and Opportunities							
Recommendation Goals	Intervention / Change Domain	Intervention/Change Targets	Intervention/Change Strategies	Implementation Context Considerations (Status of Related Domains/Targets)	Available Strategy Examples/Resources	Resource References	
		Instrumental	Compensation & Benefits Engage with Unions and Collective Bargaining Agreements	While compensation has been linked to job satisfaction and turnover, workers often express needing clear communication with administration and increased collaboration as ways to address the workforce crisis. Workers do not identify compensation independently as the means to solve workforce problems. Rather, compensation changes should be included within a set of High Performance Work Practices, which also involve strategies addressing onboarding, leadership development, and employee relations Consider how your agency may engage with unions to create career path options for workers, specialized units that require advanced training, paid time for furthering education, etc.	Engage with unions Tax levy Engage with county commissioners	A New Perspective: Administrator Recommendations for Reducing Child Welfare Turnover. Voluntary Turnover in Nonprofit Human Service Organizations: The Impact of High Performance Work Practices. Griffiths (2020) Selden (2015)	

Goal 1: Increase Organizational Commitment and Intention to Stay	Resources	Psychosocial	Professional Recognition (internal county and state leadership, inter-agency partnerships)	Research suggests agencies that create a climate of wellness, support, and recognition of employees' contributions can encourage employee retention.  Research also suggests employees most preferred personalized, spontaneous recognition, and personally from their direct supervisors.  Some research suggests even providing clinical supervision groups designed for advanced casework could address an agencies need to provide opportunities for advancement. These workers in turn are trusted to work more complex cases putting new skills to work.				<a href="https://www.childwelfare.gov/topics/management/workforce/celebrating/">https://www.childwelfare.gov/topics/management/workforce/celebrating/</a>	<a href="https://library.childwelfare.gov/cgi-bin/library/docs/gatewa/v/Bio%2F115504.pdf?w=NATIVE%26%27recno%3D115504%27%26&amp;up=0&amp;pe=10&amp;r=1&amp;m=1">https://library.childwelfare.gov/cgi-bin/library/docs/gatewa/v/Bio%2F115504.pdf?w=NATIVE%26%27recno%3D115504%27%26&amp;up=0&amp;pe=10&amp;r=1&amp;m=1</a>	Championing the Role of Child Welfare Professionals
		Professional	Opportunities for role change, advancement Paid time off to pursue education	Research regarding the education of child welfare caseworkers suggests those workers who obtained an MSW while employed with child welfare agencies were most likely to remain employed with the agency compared to those workers who were hired with an MSW. This suggests agencies who invest in employees who want to further their education may be most committed to work in child welfare and in their agency.	Informal Rewards and Recognition	Career paths with options for advanced casework positions  Clinical supervision groups focused on advanced casework  Opportunities for education advancement	Inventory of Innovations: Workforce Development  One state's effort to improve recruitment, retention, and practice through multifaceted clinical supervision interventions.  Professional development opportunities as retention incentives in child welfare.		Capacity Building Center for States (2018)  Collins-Camargo (2009)  Clark (2013)	
	Autonomy	Role Decision-Making and Pacing	Flexibility of work schedules and/or locations	Flexible and alternative work schedules have been shown to increase retention in the context of family friendly workplace policy. Research suggests the availability of such policies are not in themselves protective against turnover, rather an employees satisfaction with the use and accessibility of these policies are most important. Administration and supervisors must be on board and supportive of flexible work schedules.  Both the Design Team Approach and ARC intervention are large scale interventions that provide opportunities for shared decision making and planning for major change that includes front-line workers. Despite the resources required for large scale change like these intervention, agencies might consider other ways to include frontline workers in major decision making and change planning.	Flexible/alternative work schedules  Telework arrangements  Participatory Communicative Approaches to solicit feedback	Does Satisfaction With Family-Friendly Programs Reduce Turnover? A Panel Study Conducted in U. S. Federal Agencies.  Comprehensive Organizational Health Assessment			Caillier (2016)	
		Participation (voice, influence) in Professional Change Planning and Implementation (Role/Unit, Agency, State/National Social Service Systems)	Design Team Approach The Availability, Responsiveness, and Continuity (ARC) organizational intervention Assessment of organization culture and climate  Shared decision making Workforce diversity and inclusion Create an organizational climate that encourages professional vulnerability and ongoing learning.	The research suggests empowering leadership programs were effective when implemented within large scale organizational changes regarding team structure and decision-making. The leadership programs were one piece to bigger procedural changes around how case work practices.  Empowering leaders can encourage a climate of inclusion within their teams and their organizations. Developing an organizational climate of inclusion has been shown to have positive outcomes on job satisfaction and retention. Increasing diversity among employees alone is not enough to influence human resources outcomes such as job satisfaction. Policies and practices within in agencies a culture of inclusion.	Empowering leadership programs Peer Video Reflections Appreciative Inquiry strategies	Change Communication Strategies in Public Child Welfare Organizations: Engaging the Front Line  The promise of diversity management for climate of inclusion: A state-of-the-art review and meta-analysis.  Leadership for Empowerment: Analyzing Leadership Practices in a Youth Care Organization Using Peer Video Reflection		Children's Bureau  Mor Barak (2016)  Bunders (2021)		
Goal 2: Improve Workforce and Community Experiences of the Profession	Predictability	Clarity and Consistency of Policies and Procedures (within unit and agency, across community and service systems)	Realistic job previews  Improve hiring and onboarding practices through assessing and facilitating workforce preparedness (e.g., attitudes, expectations, experiences).  Supervisor recruitment, training, and professional development Develop and/or increase strategies for using data to support clear and consistent measurement and reporting on performance and outcomes	Historically, realistic job previews have focused on the difficulties of child welfare work directly with children and families yet largely ignores the major organizational challenges of child welfare work. Realistic job previews might consider emphasizing the work as part of a team of workers and supervisors who help support workers through the challenges and learning phases of the job.  Examine classifications, skill levels and the possibility of internal career pathways.  Supervisors as link between frontline staff and leadership Examine current agency policies and practices regarding performance-based feedback, productivity and outcome reports	Realistic Job Previews  Hiring for Attitude strategies  Agency incorporation of learning organization principles Results Based Accountability (RBA)	Inventory of Innovations: Workforce Development  Hiring for attitude.  Academy for Supervisors Trying Hard is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities.		Capacity Building Center for States (2018)  Murphy, M. (2011).  National Child Welfare Workforce Institute (NCWWI) Friedman, M. (2015).		
		Availability and Quality of Performance-based Feedback (supervisors and managers, agency and state administration)		Workers report the use of participatory communicative approaches such as surveys and focus groups to gather worker input were favorable. More specifically, workers report focus groups gave them a sense of ownership and empowerment in the agency. Workers are also able to identify legitimate use of worker feedback compared to the symbolic act of gathering information.  Workers prefer well-organized communication in small group discussions or through supervisors for feedback solicitation  Agencies might begin by assessing what workers report about the level of peer support available within the agency. Agencies can then support this strategy by putting formal peer supports in place such as a mentoring program or set aside time for team bonding and support to occur within units or teams.  Consider both social-emotional support (listening, encouragement, etc.) and operational support (consulting on cases, covering a visit, etc.)	Participatory Communicative Approaches  Worker2Worker hotline Cohorts of new workers Support groups Mentoring programs	Change Communication Strategies in Public Child Welfare Organizations: Engaging the Front Line		Cao (2016)  Alyson Romero & Heather Lassmann (2017) Benefits of Mentoring Programs for Child Welfare Workers: A Systematic Review, Human Service Organizations: Management, Leadership & Governance, 41:3, 301-316, DOI: 10.1080/23303131.2016.1267055		
		Horizontal Communication/Information Sharing	Provide all staff access to organizations' strategic information and planning Conduct stay interviews.	The Title IV-E research provides some evidence of the effectiveness of cohorts in educational success. Workers in this study were working in child welfare and returning for an MSW. The study reported a number of positive outcomes as a result of the cohort effect including empowerment and mutual support. Supervisors' role and responsibilities in the community and the agency. Supervisors can play a big role in developing a culture of safety within their teams and within their agency. Agency policy should support supervisors efforts to develop this culture of safety.	Supervisor Practice Model HOPE (Helping Our Peers Excel) Integrated Service Delivery Models	Academy for Supervisors Culture of Safety: Using Policy to Address Traumatic Stress Among the Child Welfare Workforce		National Child Welfare Workforce Institute (NCWWI)  Deaver (2020)  Barbee (2011)		
	Support	Interpersonal	Create and/or enhance opportunities for providing and receiving Mentoring, Peer Support	Research has shown alternative schedules have a positive effect on retention, while telework alone did not reduce turnover. Agencies should consider providing options for these types of programs, but consider how workers may be flexible in working out the details of their work schedules with supervisors.						
		Organizational	Create and/or strengthen an agency-wide Culture of Safety Family Friendly Programming (flexible work schedules, telework, health and wellness programs)	Explore the potential for co-location, giving consideration to the possible benefits for families as well as inter-agency partnerships. Research suggests co-locating child welfare workers in the same neighborhoods and building locations as other family serving systems has many benefits. These benefits include lower turnover, lower stress, more opportunities for effective collaboration, and greater service linkage and delivery for families.						
		Professional	Increase public understanding and positive perceptions of the profession through encouraging communication and collaboration with professional groups (NASW, PCSAO) and interagency partners (local judges, advocates, volunteers, faith-based groups, business representatives, local service and charitable organizations, community youth groups).				Cost effectiveness of an integrated service delivery model as measured by worker retention.  Building and Sustaining Collaborative Community Relationships.		<a href="https://library.childwelfare.gov/cgi-bin/library/docs/capaacil/v/Bio%2F115531.pdf?w=NATIVE%27%26SIMPLE_SPC%2F%27%27%26&amp;up=0&amp;order=relative%27&amp;w=Descend%27&amp;no=2&amp;r=1&amp;m=1">https://library.childwelfare.gov/cgi-bin/library/docs/capaacil/v/Bio%2F115531.pdf?w=NATIVE%27%26SIMPLE_SPC%2F%27%27%26&amp;up=0&amp;order=relative%27&amp;w=Descend%27&amp;no=2&amp;r=1&amp;m=1</a>	