May 28, 2013

Question:
Louisiana has asked if we could identify public agencies (preferably state administered) that have had notable success in reducing staff turnover and can describe steps they took that contributed to increased staff stability. If such sites cannot be identified, could we identify states with lowest turnover and explore factors that may have contributed?

Answer:

Workforce Development Report
This Knowledge Management report on workplace development was written in May 2012. It focuses on workforce development initiatives in five child welfare jurisdictions: Buncombe County (NC), Franklin County (OH), Cook County (IL), New Jersey and Missouri. The report details common themes that came out in conversations with leadership in those areas and examines recent studies identifying interventions to improve child welfare workforce outcomes.

Literature Review:
Here is a list of studies, reports and perspectives on workforce retention that may be helpful.

  This paper examines two different organizational settings: public child welfare agency and a law enforcement agency in Florida and a survey conducted on each workplace.

- Child welfare employee recruitment and retention: An organizational culture perspective (attached)
  Author: DeBrenna LaFa Agbenyiga
  This report details a cross-sectional culture on child welfare employee recruitment and retention.

*Rapid Response is meant to provide available information and resources related to a specific question. The response is not meant to be exhaustive nor an endorsement of any one program.
• **Texas child welfare agency struggling to keep caseworkers**
  Author: Nathan Bernier for KUT News
  

  This state auditor's report compares Texas’ salaries to counterparts in LA, OK, NM, and AK. Major reason given for why workers leave is high caseloads.

• **The effects of the ARC organizational intervention on caseworker turnover, climate, and culture in children’s service systems.** (attached)
  Authors: Glisson, C., Dukes, D., and Green, P.

  This study examines ARC (Availability, Responsiveness, and Continuity) an intervention strategy. The culture and climate of 10 urban and 16 rural case management teams were assessed using a pre-post, randomized design. Reduction of staff turnover can be impacted using organizational intervention strategies.

• **Improving the retention of child welfare workers by strengthening skills and increasing support for supervisors** (attached)
  Authors: Renner, L. M., Porter, R. L., and Preister, S.

  This report examines Missouri’s implementation of a supervisory strategic plan to concentrate on supervisor training with the end result being improved worker retention.

**Websites**

• Child Welfare Information Gateway: Work Turnover

  There are a number of articles that may be useful on this page.

• National Child Welfare Workforce Institute

  This website hosted by the Children's Bureau offers a variety of resources. The page above lists 25 one-page overviews of recent research studies.

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