

County X– September 30, 2004 – Lack of specific Job descriptions

Need / problem	Causes	Effects on Retention	Ideal Situation	Solutions in place	New Solutions Needed
<p>1. Lack of sufficient job description /Inconsistent job descriptions</p> <p>2. need a clear complete and accurate job description for our own units <i>and</i> other units</p> <p>3. Too broad: i.e.: “Casework services”, What are they? i.e.: Any other duties as described</p> <p>4. Unknown job expectations i.e.: which unit is responsible? Casework, prevention</p> <p>5. lack of discrete unit problems- unit specific</p> <p>6. Workers disagree and do not understand whose duty any particular task may be</p> <p>7. job is constantly changing</p> <p>8. workers don’t have time to read and update job descriptions</p>	<p>1. Child welfare casework is too broad to have every-thing detailed in one description</p> <p>2. There are constant changes internally and externally (state and federal regulations)</p> <p>3. Different units will have different priorities</p>	<p>1. Ineffective case transfers lead to larger workload, thus more stress</p> <p>2. more stress leads to turnover</p> <p>3. There is a personal feeling of failure when we do not know how to define success. Job description would help with this. Feeling of failure leads to wanting to find a new job.</p>	<p>1. There’s a system in place for updating and distributing job descriptions (Solutions and Tasks</p> <p>2. Job descriptions are specific to units</p> <p>3. “Walls” between units are taken down by a better understanding of each others work Every unit knows the other units’ job descriptions</p> <p>4. Educating the personnel advisor regarding what it takes to do this job and also cares about finding the right people. This priority also influences how workers are recruited and selected.</p> <p>5. Personnel advisor, once educated, also should advocate with the board.</p>	<p>1. There are job description – although not updated</p> <p>2. There are rules in place for transfers</p>	<p>1. New job descriptions can be developed with worker input</p> <p>2. A cross unit job description manual can be put in each unit</p> <p>3. There is upfront training or job shadowing in each unit when a worker first enters the job</p> <p>4. There is a contingency format/decision tree developed for each unit.</p> <p>5. Have fewer case transfers – Workers can keep the same case from start to finish.</p> <p>6. Workers rotate units on a regular basis</p>

SOLUTION TO BE IMPLEMENTED: Get caseworkers input in making the job descriptions accurate, concrete, and doable. MGT rep will facilitate this process. Mgt will hand them out to the supervisors; and they'll deliver them to workers by the November meeting. Supervisors will then give descriptions back to MGT rep after workers have had the chance to improve them. SDC will place them in a binder, including job descriptions and forms needed for each task caseworker has to do including instructions related to completion of the forms. Each unit will have its own resource book. This packet of information will be available for new and veteran workers, including what to look for, where to find it, and how to use it. Volunteer CPS unit will begin to write a step by step manual/job description.