

**SAMPLE LOGIC MODEL: STAFF NEEDS SUPPORT AND RECOGNITION FOR  
QUALITY WORK**

<u>Problem</u>	<u>Recommended Improvement</u>
Lack of Support because of professional inability to effectively communicate with respect to others and the values addressed in the Common Core training.	To change culture of staff: Common Core training for all staff, (includes managers and administrators) with follow up to evaluate staff's progress with practicing respect to one another and professional effectiveness communication.  Evaluation of progress of consistent & appropriate role modeling; increased number of role models; measure effectiveness and support given; agency culture to embrace & demonstrate values of supportive communication.
Lack of support because of inadequate staffing (including management lines); units are disappearing or reconfiguring without input from all in unit.	Respect staff by formally discussing and involving staff in changes. Do this in a timely, sensitive manner. Work together to address impact it has on tasks and responsibilities. Staff need to be involved before change occurs.
Lack of support for safety in the field.	Develop a task force to address and improve safety in the field.
Support is inequitable; some units get more than others.	Develop linkages among all units. Communication from top down that entire office only works with interconnections between units and departments that show how each department is valued and interdependent for effectiveness.
Lack of support when using new computer-based systems. Already overwhelmed staff "told" instead of prepared for new responsibilities. Inconsistent interpretation of procedures/rules.	All records need to have same number for same family. Jackets done by application unit. Managers should change rules. Back up systems are needed. Caseworkers cleared to get background information and criminal checks on clients.
Lack of support due to lack of timely and consistent supervision. Supervision problems add to the isolation and stress (including burnout) of the worker, including impacts on quality of services.  Supervisors are "floating" – resulting in inconsistent supervision and inequalities of responsibilities.	Supervisors need to be trained to see the need for timely, supportive and consistent supervision. Supervisors need to learn and develop to appreciate and acknowledge quality work.  Potential for "burnout" needs to be addressed. Look at the effects of "floating supervisors" and develop plans.  Consistent, caring supervision is needed. Supervisors need to care about what the worker needs; and to ensure that they are "in touch" with workers' challenges, stress, and demands.
Lack of support when agency doesn't give recognition for experience and quality of work from within the agency.	Agency can show support and recognition for quality work by offering program-gift certificates, commendations, merit raise, and retreat for caseworkers. Levels of stress are defined, acknowledged and recommendations made through research and evaluation team. Yoga "escape" room is available for all staff.
Lack of support when there are not supplies to do the work, and there is not	Tools of the work made available like envelopes, pens, disks and forms.  Timely reimbursement for transportation costs.

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Lack of support because new initiatives are introduced without staff discussion or input.	Take the issues to the top! A process of dialogue between administrators “downtown” and the concerns of staff prior to new initiatives. Staff needs to be “listened to” by those who are responsible to implement change. Staff on all levels to be part of the process when new programs or procedures are introduced. Staff to know “before” it happens. Example: new conferencing initiative now being introduced. Develop orientations to new implementations to address concerns where all levels of staff are included.
Lack of support when agency does not promote from within.	Instead of hiring from the “outside” Commissioners to look at the “experts inside”. Become aware, value and utilize the expertise, experience, and professional education of staff through promotion. Utilize the skills learned after staff has earned their MSW and other professional degrees. Consult with line workers and supervisors to learn from the experts.
Lack of support when there is a lack of cooperation from neighborhood services. Problem with communication.	Memo’s of Understanding between our agency and, for example: Police, Dept. of Education, hospitals. We must be supported by these other services. Inter-agency and intra-agency communication must be ongoing. Procedures and policies do not filter down to all staff.
Lack of support due to need for a more positive image of ACS work.	Mayor and Commissioners need to support our image. ACS needs to promote its image to the public and other agencies. Develop a public campaign with a slogan like “ <i>NYC’s Most Courageous</i> ”, so staff will feel respected for their valuable contributions to the families and children.
Current training curriculum does not include practice problems/needs.	Staff need to be involved in training development. Practice problems are not just technical problems to be addressed in training and/or to be reviewed for possible changes.  DT needs to review training materials to help inform the training.