

Synthesis: Developing Models of Effective Child Welfare Staff Recruitment and Retention Training

The purpose of these projects was to develop, field test, revise, implement, evaluate, and disseminate an effective and comprehensive training curriculum and model for recruiting and retaining a competent workforce in public child welfare agencies. Eight grants were awarded under this funding opportunity announcement to universities across the United States. Summaries of project activities and an annotated bibliography of their products are provided here.

This synthesis was a collaborative effort by Child Welfare Information Gateway and the National Child Welfare Workforce Institute, services of the Children's Bureau.

SUMMARIES OF PROJECTS

- Fordham University
- Michigan State University
- State University of New York at Albany
- University of Denver
- University of Iowa
- University of Michigan
- University of North Carolina
- University of Southern Maine

FORDHAM UNIVERSITY (FU)

Recruitment and Retention of Child Welfare Staff by Building Management Capacity

Award # 90CT0118

Contact: Virginia Strand, Fordham University Graduate School of Social Service, 914.367.3435, strand@fordham.edu

Summary: The FU project sought to meet identified needs by building management capacity and retaining qualified staff at the Connecticut Department of Children and Families with an emphasis on managers and supervisors. Project partners included the Children and Families Institute for Research and Training (Children FIRST) at Fordham University Graduate School of Social Service, the Connecticut Department of Children and Families (DCF) and the Child Welfare League of America. Project highlights included the following:

- Developed a Practice Model for Recruitment and Retention at DCF, established an Advisory Board, and administered a job satisfaction and organizational commitment survey to assess and improve organizational development and culture.

- Established several programs for managers, including a mentoring program through which the managers mentored supervisors, a Leadership Development Institute, a transfer of learning initiative for managers whose staff were participating in a core supervisory training, and a training with managers at a DCF treatment facility.
- Included the mentoring program, a transfer of learning program for training unit supervisors, and clinical consultation in the programs for supervisors.

Children's Bureau Express Article

[Building Management Capacity for Workforce Recruitment and Retention](#)

MICHIGAN STATE UNIVERSITY (MSU)

Child Welfare Services Training

Award # 90CT0113

Contact: Gary Anderson, Michigan State University School of Social Work, 517.355.7515, gary.anderson@ssc.msu.edu

Summary: The MSU project sought to meet identified needs by promoting recruitment and retention of the child welfare workforce in Michigan. Project partners included the School of Social Work at Michigan State University, the Michigan Department of Human Services, and the Michigan Federation for Children and Families. Project highlights included the following:

- Developed and implemented a six-module retention-focused supervisory training curriculum. The training, which was produced in the form of six detailed workbooks, has been incorporated into the Department of Human Services' Child Welfare Training Institute curriculum for supervisors in public and private agencies and into the school's Supervision in Child and Family Services Certificate.
- Conducted research studies on the following topics: resilient workers and supervisors, supervisory needs and interests, B.S.W. and M.S.W. student commitment to child welfare, and M.S.W.s who remained in child welfare.
- Established intensive collaborative relationships with two local agencies to improve their recruitment and retention efforts.

Website: Developing Models of Effective Child Welfare Staff Recruitment and Retention Training: A federally funded child welfare training project at the Michigan State University School of Social Work www.socialwork.msu.edu/outreach/childwelfare.html

Children's Bureau Express Article

[Workbook Series Addresses Michigan Workforce Issues Workbook Series on Staff Training](#)

STATE UNIVERSITY OF NEW YORK AT ALBANY (SUNY)

An Innovative Model to Improve Recruitment and Retention

Award # 90CT0116

Contact: Mary L. McCarthy, SUNY Albany School of Social Welfare, 518.442.5338, mccarthy@albany.edu

Summary: The SUNY project sought to meet identified needs by improving organizational climate using agency Design Teams (DTs). Project partners included the State University of New York at Albany and the New York State Office of Children and Family Services (OCFS). Project highlights included the following:

- Implemented DTs, which included staff from every level, in four upstate counties and one borough in New York City, working to resolve issues that had resulted in undesirable turnover within their agencies.
- Used cross-agency teams to identify priorities and strategies for supporting retention of competent workers.
- Administered surveys to support this work, including the Turnover Prevention Inventory, Workforce Retention Survey, Job Satisfaction Survey, and Design Team Survey.
- Designed and implemented a DT Facilitators Training curriculum and a related toolkit.
- Identified guidelines and norms for DT groups and facilitators, and provided team-building consultation, mentoring, and coaching to supervisors in order to support implementation of DT solutions.

Website: New York State Social Work Education Consortium www.ocfs.state.ny.us/ohrd/swec

Children's Bureau Express Article

[Design Teams Facilitate Workforce Recruitment and Retention](#)

UNIVERSITY OF DENVER (UD)

Western Regional Recruitment and Retention Project (WRRRP)

Award # 90CT0117

Contact: Cathryn Potter, Butler Institute for Families at the University of Denver, 303.871.2913, Cathryn.Potter@du.edu

Summary: The UD project sought to meet identified needs by focusing on recruitment, selection, and retention issues in five rural and urban sites. Project partners included the Butler Institute for Families at the University of Denver and public child welfare agencies in Colorado, Arizona, and Wyoming. Project highlights included the following:

- Conducted an organizational assessment, developed and implemented strategic training plans for each site.
- Achieved a flexible-hours policy, a reward and recognition plan, a job preview video, on-the-job training, a streamlined hiring process, and improved and more consistent supervision at the Colorado sites.
- Implemented a realistic job preview video, an interview protocol, an agency-wide newsletter, and a staff-driven social committee at the Arizona sites.
- Achieved new supervisory core training, a comprehensive recruitment plan, consistent supervision, and improved cohesion at the Wyoming site.
- Developed and provided multiple training curricula for supervisors and caseworkers.
- Produced an annotated bibliography and manual detailing recruitment and retention techniques to support future efforts.

Website: Western Regional Recruitment & Retention Project

www.thebutlerinstitute.org/projects_wrrrp.cfm

Children's Bureau Express Article
[Workforce Recruitment and Retention in Three Western States](#)

UNIVERSITY OF IOWA (UI)

Improving Recruitment and Retention in Public Child Welfare

Award # 90CT0111

Contact: Miriam Landsman, University of Iowa School of Social Work, 319.335.4965, Miriam-landsman@uiowa.edu

Summary: The UI project sought to meet identified needs by improving the recruitment and retention of qualified child welfare workers. Project partners included the University of Iowa School of Social Work and the Iowa Department of Human Services. Project highlights included the following:

- Developed, implemented, and evaluated a six-module statewide training of Iowa's public child welfare supervisors.
- Developed and implemented a child welfare specialization for B.S.W. and M.S.W. students at the university, which included establishing three new child welfare courses.
- Facilitated the development of the supervisor curriculum by drafting a list of supervisor competencies and requesting that supervisors assess each according to their own perceived need for skill development in that area and its relative importance to their job.
- Provided trainings that included lectures, large group activities, and workshops and incorporated topics such as case and clinical practice supervision, promoting safety and resilience, and leadership skills.
- Developed and administered a statewide survey to the entire Iowa public child welfare workforce about job and workplace perceptions, demographics, and human capital (e.g., education).

Website: Improving Recruitment and Retention in Public Child Welfare
www.uiowa.edu/~nrcfcp/training/recruitment.shtml

Children's Bureau Express Article
[Training Supervisors to Retain Workers](#)

UNIVERSITY OF MICHIGAN (UM)

Recruitment and Retention of Child Welfare Professionals Program

Award # 90CT0115

Contact: Kathleen Coulborn Faller, University of Michigan School of Social Work, 734.763.3786, kcfaller@umich.edu

Summary: The UM project sought to meet identified needs by developing curricula to address the child welfare workforce crisis, especially issues related to workers of color. Project partners included the University of Michigan School of Social Work and the Michigan Department of Human Services (MDHS). Project highlights included the following:

- Focused the development of training materials on supervisor training skills, legal ethics, court work, cultural humility, and collaboration among State, contract agency, and Tribal caseworkers

regarding the implementation of the Indian Child Welfare Act and other Federal statutes.

- Piloted, refined, and offered training materials to MDHS workers and supervisors and to private child welfare staff.
- Provided curriculum materials to MDHS to be incorporated into the MDHS worker training.
- Conducted 11 focus groups and two research studies (a longitudinal study of entering workers and exit interviews with former MDHS staff) to help inform the development of the curricula.

Website: The Recruitment & Retention of Child Welfare Professionals Program

www.ssw.umich.edu/public/currentProjects/rrcwp

Children's Bureau Express Article

[Workforce Retention in Michigan](#)

UNIVERSITY OF NORTH CAROLINA (UNC)

Child Welfare Staff Recruitment and Retention: An Evidence-Based Training Model

Award # 90CT0114

Contact: Nancy Dickinson, University of Maryland School of Social Work, 410.706.3740, ndickinson@ssw.umaryland.edu

Summary: The UNC project sought to meet identified needs by developing training and resource tools to help the State's public child welfare directors and supervisors improve their ability to recruit, select, and retain a qualified and committed workforce. Project partners included the Jordan Institute for Families at the University of North Carolina and the North Carolina Department of Social Services. Project highlights included the following:

- Developed a Human Resources Database to collect demographic and work-related data on child welfare workers in each of the 34 project counties, 17 of which were randomly assigned to receive the project's intervention.
- Developed and utilized an array of tools, including recruitment, selection, and retention toolkits, a 33-minute Realistic Job Preview video, and a competency-based selection process.
- Developed curriculum and trained supervisors and managers in the recruitment, selection, and retention of qualified staff; agency directors and leadership on retention; and trainers of managers and supervisors to help support worker retention.

Website: The R&R Project: Child Welfare Staff Recruitment & Retention, An Evidence-Based Training Model <http://ssw.unc.edu/jif/rr/index.htm>

Children's Bureau Express Article

[Worker Recruitment and Retention Project in North Carolina](#)

UNIVERSITY OF SOUTHERN MAINE (USM)

Child Welfare Recruitment and Retention Project

Award # 90CT0112

Contact: Freda Bernotavicz, Edmund S. Muskie School of Public Service at the University of Southern Maine, 207.626.5241, fredab@usm.maine.edu

Summary: The USM project sought to meet identified needs by focusing on recruitment, selection, and supervisory support and training. Project partners included the Child Welfare Institute at the University of Southern Maine, Maine's Office of Child and Family Services and child welfare agencies in New Hampshire, Vermont, and other New England States. Project highlights included the following:

- Developed a realistic and targeted recruitment plan and a 30-minute video depicting the job of a child welfare caseworker, which is now shown to all potential job applicants.
- Improved the screening process by revised job descriptions to better reflect current practice, developing performance standards and competencies for supervisors in the recruitment and selection process, revising the competency-based screening process, and developing and delivering a skills-based training curriculum for all supervisors in Maine and New Hampshire.
- Initiated the development of the concept and content for a Supervisory Academy, including a certificate program for experienced supervisors.
- Created the syllabus for a three-credit M.S.W. course for leaders on workforce development and offered the course in 2005 and 2006.

Website: Recruitment and Retention: Making a Difference in the Lives of Children and Families in Maine www.cwti.org/RR

Children's Bureau Express Article
[Workforce Recruitment and Retention in New England](#)

PRODUCTS

This section provides a summary and an annotated bibliography of all products developed by the eight grantees, which are now available for review and use by the field. Links are included where available. For unlinked items, refer to Contact under Project Summaries. Some items may be also available through the Child Welfare Information Gateway Library; email library@childwelfare.gov

- Summary of Products
- Curricula & Training Materials
- Course Syllabi
- Guides & Manuals
- Tools & Toolkits
- Videos
- Presentations
- Sponsored Meetings
- Peer-Reviewed Publications
- Studies & Evaluation Resources
- Other Resources

Summary of Products

Curricula & Training Materials

Grantees in this cluster developed 25 curricula and training guides in the following topical areas:

Cultural Responsiveness

Advanced ICWA Training (UM)

Child Welfare Cases Going to Court: Issues of Culture, Ethics and Practice (UM)

Cultural Humility (UM)

Retention

Preparing Facilitators for Retention-Focused Design Teams (SUNY)

Staff Retention in Child and Family Services (MSU)

A Supervisor's Guide to Retention (UNC)

Team Facilitation Seminar (SUNY)

Secondary Trauma

Secondary Trauma for Child Welfare Caseworkers (UD)

Supervision

Advanced Secondary Trauma for Child Welfare Supervisors (UD)

Child Welfare Caseworker Competency Based Screening Curriculum (USM)

Committed to Excellence Through Supervision (UI)

Critical Thinking for Safe Case Closure (UI)

Designing In-Service Programs (UI)

Employment Interviewing for Success in Public Child Welfare (UI)

Maine Child Welfare Supervisory Academy (USM)

Managing a Diverse Workforce (UI)

Managing Underperforming/Impaired Workers (UI)

Performance Management: Linking Individual Performance to Agency Outcomes (USM)

Professional Writing for the Child Welfare Professional (UI)
Supervising Culturally Competent Practice (UI)
Supervising Intergenerational Dynamics (UI)
Supervisor Core Series: Putting the Pieces Together (UD)
Supervisory Skills (UM)
Training on Making the Most of Supervision for Child Welfare Caseworkers (UD)
Understanding Learning Styles (UI)

Course Syllabi

One M.S.W. course syllabus—*Creating a High Performance Workforce in Child Welfare*—was developed by the University of Southern Maine. The course was first offered in the spring of 2005; it was revised and offered again in the summer of 2006.

Guides & Manuals

Grantees in this cluster developed 13 guides or manuals in the following topical areas:

Education & Training

Maine Child Welfare Internship Program Manual (USM)
Training of Trainers (UNC)

Mentoring

Mentoring Program Manual (FU)

Recruitment

Office of Child and Family Services Recruitment Resource Guide (USM)
Recruitment of Child Welfare Staff ((USM)
Recruitment Resource Guide (USM)

Retention

A Director's Guide to Child Welfare Retention (UNC)
A Supervisor's Guide to Child Welfare Retention (UNC)

Screening

Child Welfare Caseworker Competency Based Screening Resource Guide (USM)
Screening and Selection of Child Welfare Staff (USM)
Supporting the Caseworker Panel Interview Process: A Manual for Office Staff (USM)

Supervision

Standards for Supervision in Child Welfare (USM)

Various

SMARRT Manual (UD)

Tools & Toolkits

Grantees in this cluster created 18 survey instruments and inventories, four toolkits, and two HR-related resources.

Human Resource Materials

Caseworker Brochure (USM)
Performance Expectations/Job Descriptions (USM)

Survey Instruments & Inventories

Child Welfare Caseworker Rating Sheet (USM)
Child Welfare Student Interest Survey (MSU)
Child Welfare Survey (UD)
Child Welfare Worker Exit Interview Protocol (MSU)
Design Team Survey (SUNY)
Entrance Questionnaire (USM)
Exit Questionnaire (USM)
Job Satisfaction Survey (USM)
A Planning Tool for Agencies Adopting Team-based Supervision and Practice: A Starter List of Operational Principles Along with Key Indicators of Their Implementation (SUNY)
Program Manager and Supervisor Training Needs Assessment Instrument (MSU)
Recruitment/Selection/Questionnaire (UD)
Spector Job Satisfaction Survey (SUNY)
Title IV-E MSW Program Follow-Up Study (MSU)
Transfer of Learning Survey (UNC)
Turnover Prevention Inventory (SUNY)
Worker's Survey (UNC)
Workforce Retention Survey (SUNY)
Workshop Evaluation (UD)

Toolkits

Recruitment Toolkit (UNC)
Retention Toolkit (UNC)
Selection Toolkit (UNC)
Supervisor Developmental Planning and Support Toolkit (UI)

Videos

Grantees in this cluster produced six videos:

Impact of Turnover

When the Child Speaks: Impact of Caseworker Turnover on Children and Youth (USM)

Realistic Job Preview

The Child Welfare Choice: The Colorado Realistic Job Preview Video (UD)
An Invitation to Choose: A Realistic Job Preview of North Carolina Child Welfare Work (UNC)
Is this the Job for Me? (UM)
It's Not Just a Job: A Realistic Preview of a Career in Child Protective Services (UD)
Realistic Job Preview (USM)

Presentations

Grantees in this cluster showcased their activities and findings in 84 conference, meeting, and teleconference presentations. For the complete list, see

Sponsored Meetings

UD and USM convened four conferences to further engage the field:

New England Regional Workforce Development Institute, June 14-15, 2006 (USM)
Scaling the Summit Conference, August 5-6, 2008 (UD)

Sights on the Summit, January 26-27, 2005 (UD)
Training System Symposium, August 22-25, 2006 (UD)

Peer-Reviewed Publications

Grantees in this cluster developed one book, published 21 articles in peer-reviewed journals, and wrote three book chapters. For the complete list, see

Studies & Evaluation Resources

Grantees in this cluster have made available a variety of studies and evaluation-related resources produced over the course of the 5-year grant period:

Evaluation Results

Child Welfare Caseworker Resiliency and Retention Training: Evaluation (MSU)
Child Welfare Field Instruction Unit Evaluations (USM)
Competency Based Screening and Selection Training Results (USM)
Job Satisfaction Survey Results (USM)
Leadership Development Institute: Evaluation Report (FU)
The New Child Welfare Worker in Michigan, 2004-2007: Profile and Implications. (UM)
Organizational Assessment, Casa Grande Child Protective Services Office (UD)
Organizational Assessment, Peoria Child Protective Services Office (UD)
Program Manager/Supervisor Training Needs Assessment (MSU)
Resilient Child Welfare Worker Interviews (MSU)
Results for Exit Interview Survey (USM)
Results of the 1997-2007 Turnover Survey (USM)
Survey Results for Entrance Questionnaire (USM)
Workplace Climate & Performance and Quality Improvement in Maine Child Welfare (USM)

Summaries & Reports

Cost of Child Welfare Caseworker Turnover (USM)
DCF Manager Training Plan Progress Report and Draft Competencies (FU)
Demographic Profile of Maine's General Population & of Child Welfare Service Recipients (USM)
Evaluation Plan (UD)
Internal Reliability of the OCFS Competency-Based Interview for Hiring Child Welfare Caseworkers (USM)
Michigan Child Welfare Workforce Study: A Summary Report of Incoming Workers (UM)
2008 Validity Study for the Panel Interview Study (USM)

Other Resources

As noted in the list below, grantees in this cluster also prepared targeted reference lists, detailed descriptions and overviews, recruitment- and retention-focused briefing papers, and a number of other documents:

Briefs & Reports

Planned Change and Workforce Retention: An Improvement Oriented Discussion Brief (SUNY)
Retention Planning to Reduce Workforce Turnover in New York State's Public Child Welfare System: Developing Knowledge, Lessons Learned, and Emergent Priorities (SUNY)
Role of the Supervisor in Recruitment and Retention (USM)

Overviews & Descriptions

Competency-Based Screening Design Process (USM)
Direct Practice Consultation Program for Child Welfare Supervisors at Connecticut Department of Children and Families (FU)
Recruitment and Retention Practice Model for the Connecticut Department of Children and Families (FU)

Reference Lists

Annotated Bibliography, 2005 (UD)
Annotated Bibliography of Maine Cultural Resources (USM)
Bibliography, 2006 (UD)
Recruitment and Retention Resource Library (USM)

Curricula & Training Materials

Advanced ICWA Training (<http://www.ssw.umich.edu/public/currentProjects/rrcwp/ICWA>): This 1-day, case-based training curriculum uses adult learning methodologies to illustrate the interaction of the Indian Child Welfare Act, other Federal statutes, and agency policy with practical implementation issues. (UM)

Advanced Secondary Trauma for Child Welfare Supervisors (http://www.thebutlerinstitute.org/class_descriptions/wrrrp_advsecondarytrauma.cfm): This training helps supervisors learn skills to help their workers cope with the emotional toll of child welfare work. (UD)

Child Welfare Cases Going to Court: Issues of Culture, Ethics and Practice (<http://www.ssw.umich.edu/public/currentProjects/rrcwp/welfareCourt.html>): This case-based, interactive training curriculum includes participation in a case simulation exercise; compares and contrasts legal and social work ethics with a particular focus on how legal ethics may contribute to child welfare worker job frustration, dissatisfaction, and burnout; and addresses practical issues of child welfare practice, including report writing, preparing for court hearings and trials, and testifying in court. (UM)

Child Welfare Caseworker Competency Based Screening Curriculum (<http://www.cwti.org/RR/screening%20curriculum%2010.10.08.pdf>): This skills-based curriculum is designed to support supervisors in the process of screening and selecting new caseworkers. (USM)

Committed to Excellence through Supervision (<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>): This six-module curriculum (which includes module overviews, handouts, and presentation materials) provides training for supervisors and midlevel managers to strengthen supervisory practice. (UI)

- *Curriculum Overview* (<http://www.uiowa.edu/~nrcfcp/training/documents/Curriculum%20Overview.pdf>)

Critical Thinking for Safe Case Closure (<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>; see Workshops section): This supervisory workshop details key issues in moving toward safe case closures, including challenges, assessing family readiness, and the process. (UI)

Cultural Humility (<http://www.ssw.umich.edu/public/currentProjects/rrcwp/culturalHumility.html>): This multiple case-based, self-reflective, and interactive curriculum explores the concept of cultural humility, which challenges child welfare staff to learn from the diverse people with whom they work,

reserve judgment, and bridge the cultural divide between perspectives in order to develop and maintain mutual respect and a collaborative working relationship. (UM)

Designing In-Service Programs

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This workshop focuses on factors for supervisors to consider when developing in-service programs for their staff, including learning styles and a seven-step progression for teaching. (UI)

Employment Interviewing for Success in Public Child Welfare

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This workshop focuses on effective interviewing of prospective public child welfare employees. (UI)

Maine Child Welfare Supervisory Academy (<http://www.cwti.org/RR/SupAcademy.htm>): This webpage offers the concept and content outline for a State Supervisory Academy intended to provide a forum and process to promote ongoing professional development of supervisors at all levels of a child welfare agency, and includes standards for supervisors, a competency model, and description of the training. (USM)

Managing a Diverse Workforce

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This supervisory training workshop focuses on managing a diverse workforce, including stages of diversity and development of supervisory competencies. (UI)

Managing Underperforming/Impaired Workers

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This supervisory workshop focuses on understanding, recognizing, and addressing underperformance or impairment in the workforce. (UI)

Performance Management: Linking Individual Performance to Agency Outcomes

(<http://www.cwti.org/RR/Curriculum.htm>): This curriculum offers a 1-day workshop for supervisors on performance management. (USM)

Preparing Facilitators for Retention-Focused Design Teams: This curriculum offers a 2-day workshop for trainers preparing individuals to become Design Team facilitators, and includes a trainer's guide, participant handbook, and toolkit. (SUNY)

- *Draft Design Team Facilitator Curriculum Outline*
(http://www.childwelfare.gov/pubs/site_visit/albany7.pdf)
- *Participant Handbook*
(<http://www.ocfs.state.ny.us/ohrd/swec/pubs/DT%20Trainers%20Manual%20FINAL%20formatted.pdf>)
- *Participant Toolkit* (<http://www.ocfs.state.ny.us/ohrd/swec/pubs/DT%20Toolkit%20formatted.pdf>)

Professional Writing for the Child Welfare Professional

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This workshop addresses writing issues for child welfare professionals, including content, style, and grammar. (UI)

Secondary Trauma for Child Welfare Caseworkers

(http://www.thebutlerinstitute.org/class_descriptions/wrrrp_secondarytrauma.cfm): This seminar

provides caseworkers with information about their risk for secondary trauma and the tools and strategies they can use to protect themselves. (UD)

Staff Retention in Child and Family Services

(http://www.socialwork.msu.edu/outreach/childwelfare_curriculum.html): This training series, intended to help agencies develop and retain child welfare staff, includes a series of six targeted workbooks. (MSU)

- *Workbook 1: The Role of Leaders in Staff Retention*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%201%20Role%20of%20Leaders%206-07-07.pdf>)
- *Workbook 2: The Practice of Retention-Focused Supervision*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%202%20Retention%20Focused%20Supervision%206-07-07.pdf>)
- *Workbook 3: Working with Differences*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%203%20Working%20with%20Differences%206-07-07.pdf>)
- *Workbook 4: Communication Skills*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%204%20Com%20Skills%20for%20Supervisors%20%20Staff%206-07-07.pdf>)
- *Workbook 5: The First Six Months*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%205%20The%20First%20Six%20Months%206-07-07.pdf>)
- *Workbook 6: Recruiting and Selecting the Right Staff*
(<http://www.socialwork.msu.edu/outreach/docs/Workbook%206%20Selecting%20the%20Right%20Staff%206-07-07.pdf>)

Supervising Culturally Competent Practice

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This supervisory workshop addresses the elements of culturally competent practice, strategies for adapting practice to specific cultural values, supervision issues, and cultural competence readiness assessments. (UI)

Supervising Intergenerational Dynamics

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This workshop teaches supervisors about the implications of and how to work with an intergenerational workforce. (UI)

Supervisor Core Series: Putting the Pieces Together: This supervisor curriculum is a three-unit, competency-based training series addressing administrative, educational, and supportive supervision and emphasizing self-reflection and application to the unique circumstances of each supervisor. Each unit's webpage provides a training agenda, learning objectives, competencies, and curriculum sample. (UD)

- *Unit I: Administrative Supervision (Supervisor as Manager)*
(http://www.thebutlerinstitute.org/class_descriptions/wrrrp_administrativesupervisor.cfm)
- *Unit II: Educational Supervision (Supervisor as Coach)*
(http://www.thebutlerinstitute.org/class_descriptions/wrrrp_educationalsupervisor.cfm)
- *Unit III: Supportive Supervision (Supervisor as Team Leader)*
(http://www.thebutlerinstitute.org/class_descriptions/wrrrp_supportivesupervisor.cfm)

A Supervisor's Guide to Retention (available on the CD *Staying Power! Products from the R&R Project*, copies of which are available from ndickinson@ssw.umaryland.edu or

sbchilds@email.unc.edu): This 3.5-day curriculum is designed to enhance the ability of supervisors and managers to retain qualified child welfare workers. (UNC)

- *A Director's Guide to Child Welfare Retention* (<http://ssw.unc.edu/jif/rr/products.htm> or see Appendix in Final Report): This 1-day seminar agenda is designed for agency directors and their leadership teams.
- *Training Forms* (http://www.childwelfare.gov/pubs/site_visit/nc_att_3_hand_ins.pdf): This packet includes questionnaires, an action plan, and evaluation information for participants in the Supervisory training.

Supervisory Skills (<http://www.ssw.umich.edu/public/currentProjects/tpcws/SupervisorySkills>): This seven-session curriculum was developed to provide information on different elements of supervision and to integrate management and supervisory theory into the applied format of child welfare. (UM)

Team Facilitation Seminar: Participant Handbook & Toolkit

(<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Team%20Facilitation%20Seminar%20formatted.pdf>): This curriculum is designed to provide directed learning, networking, and adaptation of facilitation skills for professionals working in team settings. It can be adapted for different time schedules, and includes a participant handbook, toolkit, and supplemental tools that participants can use for facilitating teams and groups in child welfare. (SUNY)

Training on Making the Most of Supervision for Child Welfare Caseworkers

(http://www.thebutlerinstitute.org/class_descriptions/wrrrp_mostofsupervision.cfm): This 6-hour workshop for caseworkers and case aides details how to make the most of the supervisory process through practical suggestions and strategies. (UD)

Understanding Learning Styles:

(<http://www.uiowa.edu/~nrcfcp/training/recruitment.shtml#supervisortraining>: see Workshops section): This supervisory workshop focuses on learning styles that supervisors should consider when training their staff. (UI)

Course Syllabi

Creating a High Performance Workforce (<http://www.cwti.org/RR/MSWsyllabus.pdf>): This 2005 M.S.W. course is geared toward current and future leaders in child welfare. (USM)

Creating a High Performance Workforce in Child Welfare (<http://www.cwti.org/RR/MSWsyllabus-draft%20April%2006%20Final%20Version%20for%2006%20Course1.pdf>): This 2006 M.S.W. course is geared toward current and future leaders in child welfare. (USM)

Guides & Manuals

Child Welfare Caseworker Competency Based Screening Resource Guide

(<http://www.cwti.org/RR/screening/ScreenResGuide.pdf>): This guide for supervisors offers information and forms to aid the hiring process, including interview formats, case study materials, applicant ratings, and reference checks. (USM)

A Director's Guide to Child Welfare Retention

(http://www.childwelfare.gov/pubs/site_visit/nc_att_2_dircurric.pdf): This guide provides the participant handouts for this training curriculum. (UNC)

Maine Child Welfare Internship Program Manual

(<http://www.cwti.org/RR/Internship%20Manual%2008-05.pdf>): This manual provides guidelines and forms to support the agency-university collaboration in meeting the needs of B.S.W. students with internships at the Maine Department of Health and Human Services. (USM)

Mentoring Program Manual (Gateway location TBD): This manual outlines a mentoring program at a child welfare agency, including roles, training guides for mentors and mentees, activities, and evaluation. (FU)

Office of Child and Family Services Recruitment Resource Guide

(<http://www.cwti.org/RR/OCFS%20%20Recruitment%20Resouce%20Guide.pdf>): This manual provides information, guidance, inspiration, and tools for supervisory staff to utilize in the recruitment process. (USM)

Recruitment of Child Welfare Staff (<http://www.cwti.org/RR/Recruitment%20Final%2006-08.pdf>): This monograph summarizes best practices in recruitment and provides examples of innovative approaches. (USM)

Recruitment Resource Guide (<http://www.cwti.org/RR/RecManual.htm>): This guide provides information and tools for supervisory staff to utilize in the recruitment process, including specific strategies for realistic recruitment and procedures for filling a vacancy. (USM)

Screening and Selection of Child Welfare Staff

(<http://www.cwti.org/RR/Screening%20and%20selection%20Final%2006-08%201.pdf>): This monograph summarizes best practices in screening and selection and provides examples of some innovative approaches. (USM)

SMARRT Manual

(<http://www.thebutlerinstitute.org/images/WRRRPFiles/SMARRT%20Manual%20Final%20Nov%2006.pdf>): The SMARRT (Strategies Matrix Approach to Recruitment and Retention Techniques) Manual provides child welfare professionals with practical, hands-on tools and information to aid the process of implementing recruitment, selection, training, and retention strategies. (UD)

Standards for Supervision in Child Welfare

(<http://www.cwti.org/RR/Standards%20for%20Supervision%20in%20Child%20Welfare.pdf>): These standards represent the Office of Child and Family Services' expectations of casework supervision at all levels. (USM)

A Supervisor's Guide to Child Welfare Retention

(http://www.childwelfare.gov/pubs/site_visit/nc_att_1_supcurric.pdf): This guide provides the participant handouts for this training curriculum. (UNC)

Supporting the Caseworker Panel Interview Process: A Manual for Office Staff

(<http://www.cwti.org/RR/Admin%20manual%2012-05%2005-06%20final.pdf>): This guide is designed for administrative support staff in district offices and includes sample letters to applicants and materials to help support the hiring and selection process. (USM)

Training of Trainers (available on the CD *Staying Power! Products from the R&R Project*; copies are available from ndickinson@ssw.umaryland.edu or sbchilds@email.unc.edu): A guide for trainers of child welfare supervisors and managers to help increase long-term capacity for improving recruitment, selection, and retention of child welfare workers. (UNC)

Tools & Toolkits

Caseworker Brochure (<http://www.cwti.org/RR/Brochure.pdf>): This human resources brochure highlights the benefits of employment as a caseworker and provides brief descriptions of the agency and its guiding principles, as well as available positions and qualification requirements. (USM)

Child Welfare Caseworker Rating Sheet (<http://www.cwti.org/RR/screening/Screening%20Rating%20Sheet.pdf>): This tool provides hiring departments with an easy way to organize their evaluation of job applicants during the screening process. (USM)

Child Welfare Student Interest Survey (<http://www.socialwork.msu.edu/outreach/docs/Child%20Welfare%20Student%20Interest%20Survey.pdf>): This questionnaire is designed to determine social work students' interest in child welfare. (MSU)

Child Welfare Survey (http://www.childwelfare.gov/pubs/site_visit/co4.pdf): This document provides a sample survey for child welfare workers. (UD)

Child Welfare Worker Exit Interview Protocol (<http://www.socialwork.msu.edu/outreach/docs/Child%20Welfare%20Exit%20Interview%20Schedule.pdf>): This interview protocol provides a format for contacting former child welfare workers to discuss the issues and obstacles they faced when employed at their agencies. (MSU)

Design Team Survey (http://www.ocfs.state.ny.us/ohrd/swec/pubs/2005_Design%20Team%20Eval.pdf): This instrument was developed to evaluate the effectiveness and skill transfer from the Design Team work within child welfare agencies. (SUNY)

Entrance Questionnaire (<http://www.cwti.org/RR/Entrance%20worker%20questionnaire%20after%20RJP.pdf>): This protocol is designed to gather information from newly hired staff regarding their perceptions of the recruitment and screening process. (USM)

Exit Questionnaire (<http://www.cwti.org/RR/Exit%20worker%20questionnaire%20FINAL.pdf>): This protocol provides a format for learning about the issues and obstacles former child welfare workers faced during their employment at the child welfare agency. (USM)

Job Satisfaction Survey (<http://www.cwti.org/RR/JOB%20SATISFACTION%20SURVEY%202006.pdf>): This survey is designed to gain job satisfaction information from agency staff. (USM)

Performance Expectations/Job Descriptions (<http://www.cwti.org/RR/PerfExpJobDesc.htm>): These overviews provide information regarding the roles and responsibilities of different child welfare caseworkers in Maine (including OCFS Caseworker, Adoption Caseworker, Child Protective Services Caseworker, Children's Services Caseworker, Child Protective Intake Caseworker, and Life Skills Caseworker). (USM)

A Planning Framework for Agencies Adopting Team-based Supervision and Practice: A Starter List of Operational Principles Along with Key Indicators of Their Implementation (<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Hal%20Nancy%20Team%20Supervision%20Framework>)

[rk%20Tool%202010.pdf](#)): This tool is designed to assist public child welfare agencies and their staff develop and implement a model for team supervision. (SUNY)

Program Manager and Supervisor Training Needs Assessment Instrument

(<http://www.socialwork.msu.edu/outreach/docs/Program%20Manager%20and%20Supervisor%20Training%20Needs%20Assessment%20Instrument.pdf>): This needs assessment form was distributed to program managers and supervisors to help structure a training program. (MSU)

Recruitment/Selection/Retention Questionnaire

(http://www.childwelfare.gov/pubs/site_visit/co7.pdf): This instrument was used semiannually in WRRRP sites to collect information related to recruitment and retention practices. (UD)

Recruitment Toolkit (available on the CD *Staying Power! Products from the R&R Project*, copies are available from ndickinson@ssw.umaryland.edu or sbchilds@email.unc.edu): This toolkit includes fliers, posters, brochures, a Recruitment Community PowerPoint Presentation, and two public service announcements designed to encourage interest in applying for child welfare work. (UNC)

Retention Toolkit (available on the CD *Staying Power! Products from the R&R Project*, copies are available from ndickinson@ssw.umaryland.edu or sbchilds@email.unc.edu): This toolkit includes resources to help supervisors and managers implement retention practices with child welfare staff. (UNC)

Selection Toolkit (available on the CD *Staying Power! Products from the R&R Project*, copies of which are available from ndickinson@ssw.umaryland.edu or sbchilds@email.unc.edu): This toolkit contains an abbreviated version of the Competency-Based Selection Process for interviewing and choosing applicants for child welfare positions; the Selection Checklist and Schedule forms, which provide an overview of the selection procedures and timeline; and information about how to obtain the complete set of selection materials. (UNC)

Spector Job Satisfaction Survey

(http://www.ocfs.state.ny.us/ohrd/swec/pubs/2005_Job%20Satisfaction.pdf): This survey was used as part of the evaluation protocol for Design Teams and child welfare agency workers. (SUNY)

Supervisor Developmental Planning and Support Toolkit

(<http://www.uiowa.edu/~nrcfcp/training/documents/Developmental%20Planning%20and%20Support%20Toolkit.pdf>): This set of tools and templates helps child welfare supervisors create their own formal supervision program. (UI)

Title IV-E MSW Program Follow-Up Study

(<http://www.socialwork.msu.edu/outreach/docs/Title%20IV-E%20Follow%20Up%20Survey.pdf>): This questionnaire is designed for surveying child welfare workers who remain employed in public agencies after completing their Title IV-E M.S.W. programs. (MSU)

Transfer of Learning Survey (Appendix in the Final Report): This Internet survey is designed to be administered to supervisors who attended the intervention trainings 1 year following the final training event, and focuses on 12 specific topics covered in the training and the extent to which supervisors were able to apply these topics in their jobs, as well as an example of applying the training on the job, suggestions for improving the training, and an assessment of the global effect of the training on their practice. (UNC)

Turnover Prevention Inventory

(<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Five%20year%20compendium%20of%20SWEC%20work.pdf>, Appendix B): This inventory is designed to enable staff at all levels of public child welfare agencies to reduce turnover by helping to identify, describe, and explain the key causes of preventable, undesirable turnover; to facilitate the development and implementation of effective improvements; and to enhance evaluation and research. (SUNY)

Worker's Survey: This survey consists of 101 Likert-type items (from which 17 scales were created) and four open-ended comment questions associated with worker retention and turnover and validated for this project using reliability analysis and confirmatory factor analysis. (UNC)

Part 1 (http://www.childwelfare.gov/pubs/site_visit/survey_part1.pdf)

Part 2 (http://www.childwelfare.gov/pubs/site_visit/survey_part2.pdf)

Workforce Retention Survey

(<http://www.ocfs.state.ny.us/ohrd/swec/pubs/swconsort05%20Final.pdf>): This survey is designed to better understand those factors (clarity and coherence of practice; life-work fit and goal attainment; job satisfaction and efficacy; job supports and relationships; technology, training, and record-keeping; salaries and benefits; supervisor supportiveness and effectiveness; and supervisor competence) that may influence worker retention in order to develop and enhance organizational strategies to improve retention. (SUNY)

Workshop Evaluation (http://www.childwelfare.gov/pubs/site_visit/co2.pdf): This document provides a sample survey for workshop participants. (UD)

Videos

The Child Welfare Choice: The Colorado Realistic Job Preview Video

(http://www.thebutlerinstitute.org/projects_wrrrp.cfm#departments): This video provides a realistic picture of child welfare work for job applicants. (UD)

An Invitation to Choose: A Realistic Job Preview of North Carolina Child Welfare Work (Available on the CD *Staying Power! Products from the R&R Project*, copies of which are available from ndickinson@ssw.umaryland.edu or sbchilds@email.unc.edu): This 33-minute DVD presents the rewards and challenges of child welfare work through interviews with child welfare workers and resource professionals in two North Carolina county child welfare agencies. An accompanying RJP booklet explains the purpose and uses of the RJP and answers some frequently asked questions about child welfare work. (UNC)

Is this the Job for Me? (available by request from Human Resources Specialist Judy Sieffert sieffertj@michigan.gov): This 36-minute video features children's protective services and foster care workers in the routine performance of their jobs and offers excerpts from interviews with workers and frontline supervisors describing the nature of the work, its challenges and rewards. (UM)

It's Not Just a Job: A Realistic Preview of a Career in Child Protective Services

(<http://www.youtube.com/watch?v=oZ-vXw3-604>): A 24-minute video on the realities of a career in child protective services. (UD)

Realistic Job Preview (<http://www.cwti.org/RR/JobPreview.htm>): This 30-minute video depicts a realistic version of the caseworker position. (USM)

When the Child Speaks: Impact of Caseworker Turnover on Children and Youth (<http://www.cwti.org/RR/impact%20DVD%20intro.pdf>): This video features youth experiencing multiple caseworker turnover and its impact. (USM)

Presentations

Please contact the Project PI directly for more information about a specific presentation or to receive electronic copies of presentation materials.

Achieving Retention Through Evidence-Based Practices: Building Resilience in the Child Welfare Workforce. Keynote address at Resilient Families Need Resilient Workers: Practice, Policy and Research Conference, Melbourne, Australia (June 23, 2009). (UNC)

Best Practices in Recruitment and Retention: Building the Child Welfare Workforce. Annual Meeting of the Illinois Child Care Association, Chicago, IL (Spring 2008). (MSU)

Best Practices in Recruitment and Retention: Building the Child Welfare Workforce. Michigan Federation for Children and Families, Annual Meeting (September 2008). (MSU)

Building a Model of Child Welfare Supervision. Children's Bureau's Conference for Agencies and Courts, Arlington, VA (December 10-13, 2007). (UI)

Building a System to Support a High Performance Workforce. National Summit on Recruitment and Retention of Social Service Professionals, Performance Institute, Arlington, VA (August 2005). (USM)

Child Welfare Training Evaluation Research: Improving Child Welfare Recruitment & Retention. 2005 Children's Bureau Discretionary Grantees Meeting, Washington, DC (May 10, 2005). (UNC)

Child Welfare Worker Turnover: Understanding and Predicting Who Actually Leaves. 11th Annual Conference of the Society for Social Work and Research, San Francisco, CA (January 12, 2007). (UNC)

Colorado's Golden Gate Bridge: Linking Recruitment and Retention to the Road of Outcomes. Colorado Child Welfare Conference, Keystone, CO (June 1, 2006). (UD)

Colorado's Realistic Job Preview: Using it to Hire the Right People. Colorado Child Welfare Conference, Keystone, CO (May 28, 2008). (UD)

Competency-based Screening, Selection and Performance Management. Child Welfare Workforce Development and Workplace Enhancement Institute, Children's Bureau, Arlington, VA (October 24-26, 2005). (USM)

Curriculum 101: The Art and Science of Curriculum Development. NSDTA Conference, Atlanta, GA (September 23, 2008). (UD)

Data Driven Interventions for Retention and Recruitment of Child Welfare Staff. 15th National Conference on Child Abuse and Neglect, Boston, MA (April 2005). (FU)

Designing Competency-based Training to Enhance Screening Skills. National Staff Development and Training Association Annual Conference, Washington, DC (September 2005). (USM)

Designing, Implementing, and Evaluating a Research-driven Retention Model in New York State Public Child Welfare Agencies. Children's Bureau Grantees Meeting, Washington, DC (2005). (SUNY)

Developing Knowledge & Lessons Learned About the Child Welfare Workforce. Children's Bureau Grantees Meeting, Washington, DC (June 5, 2008). (SUNY)

Enhancing the Role of the Supervisor in Recruitment, Screening and Retention of Staff. Child Welfare Training Network, Kansas School of Social Welfare, Lawrence, KS (April 6, 2006). (USM)

Evaluating Training to Improve Staff Retention. Seventh Annual National Human Services Training Evaluation Symposium, University of California, Berkeley, CA (May 26-27, 2004). (UI)

Evaluating Workforce Practices: Panel Presentation. National Child Welfare Evaluation Summit, Washington, DC (May 28, 2009). (UNC)

Evidence-based and Research-supported Practices in Recruiting and Retaining Staff. Child Welfare Workforce Development and Workplace Enhancement Institute, Children's Bureau, Arlington, VA (October 24, 2007). (UNC)

An Experimental Study of Child Welfare Worker Turnover. Poster presentation at the National Child Welfare Evaluation Summit, Washington, DC (May 28, 2009). (UNC)

Find 'Em & Keep 'Em... Starting and Sustaining Staff Recruitment and Retention. Arizona DES Leadership Conference, Phoenix, AZ (June 2, 2006). (UD)

Find 'Em & Keep 'Em... Starting and Sustaining Staff Recruitment and Retention. Arizona Leadership Conference, Phoenix, AZ (July 8, 2007). (UD)

Find Them and Keep Them: Recruitment and Retention in Child Welfare - Findings from the Western Regional Recruitment and Retention Project. 16th National Conference on Child Abuse and Neglect, Portland, OR (April 18, 2007). (UD)

Findings from the Recruitment and Retention Project. 16th National Conference on Child Abuse and Neglect, Portland, OR (April 19, 2007). (UD)

Findings from the Western Regional Recruitment and Retention Project. 2007 Meeting of Agencies and Courts (Plenary) Washington, DC (December 10, 2007). (UD)

Harnessing the Power of the RJP. 17th National Conference on Child Abuse and Neglect, Atlanta, GA (April 1, 2009). (UD)

The Impact of Turnover on Children and Youth. Keynote address. Child Welfare Workforce Development and Workplace Enhancement Institute. Children's Bureau, Crystal City, VA (October 2005). (USM)

Improving the Child Welfare Workforce: National Estimates, Validation of Key Constructs, and a Randomized Clinical Trial. Symposium Organizer. 11th Annual Conference of the Society for Social Work and Research, San Francisco, CA (January 12, 2007). (UNC)

Improving Recruitment and Retention in Public Child Welfare. Council on Social Work Education, 51st Annual Program Meeting, New York, NY (February 26-March 1, 2005). (UI)

Initiating and Sustaining a Mentoring Program for Leadership in Child Welfare. American Professional Society on Abused Children (APSAC) Annual Conference, Boston, MA (July 12, 2007). (FU)

Keeping Competent and Committed Staff. 87th Annual Social Services Institute of the NC Association of County Directors of Social Services, Raleigh, NC (October 10, 2008). (UNC)

Keeping Competent and Committed Staff: A Strategic Imperative; Keeping Competent and Committed Staff: Promising Strategies; and Laying the Foundation for Retention: Implementing Promising Strategies. Invited presentations at the Spring 2008 Pennsylvania Leadership Academy, Mechanicsville, PA (May 7-8, 2008). (UNC & USM)

Leadership Development in Child Welfare: Initiating and Sustaining a Mentoring Program. 16th National Conference on Child Abuse and Neglect, Portland, OR (April 17, 2007) (FU)

Leading for Recruitment and Retention. Arizona DES Leadership Conference, Phoenix, AZ (August 3, 2006). (UD)

Life-Long Learning and Permanency: Connecting Education to Quality Outcomes for Children and Families. Kent County Child Welfare Conference, Grand Rapids, MI (September 2007). (MSU)

Making the Most of Supervision. Colorado Child Welfare Conference, Keystone, CO (June 8, 2007). (UD)

Maximizing Workforce Potential: Effective Recruitment and Retention Strategies. 2007 Meeting of Agencies and Courts, Washington, DC (December 11, 2007). (UD)

More Promising Strategies: Recruitment and Retention of a Qualified Workforce. Presentation in a teleconference series sponsored by the National Child Welfare Resource Center for Organizational Improvement, University of Southern Maine (May 20, 2008). (UNC)

Multi-site strategic planning for child welfare recruitment and retention. Annual Grantees Conference, Children's Bureau, Washington, DC (December 2005). (UD)

Now That We've Found Them...How Do We Keep Them? A Supervisor's Role in Staff Retention. Kansas Statewide Supervisor Conference, Topeka, KS (April 12, 2007). (UD)

Partners in Retention: The Role of Supervisors and Managers in Retaining Child Welfare Staff. Workshop presentation at Resilient Families Need Resilient Workers: Practice, Policy and Research Conference, Melbourne, Australia (June 24, 2009). (UNC)

Pathways to Organizational Commitment. Society for Social Work and Research 11th annual conference, San Francisco, CA (January 11-14, 2007). (UI)

Predicting Workforce Outcomes: Findings from the Western Regional Recruitment and Retention Project. 10th Annual Conference of the Society for Social Work and Research, San Antonio, TX (January 2006). (UD)

Preparing Facilitators for Child Welfare Agency Design Teams. NSDTA Conference, Atlanta, GA (September 2008). (SUNY)

Professionalizing Child Welfare: Clinical Consultation for Child Welfare Supervisors. 15th National Conference on Child Abuse and Neglect, Boston, MA (April 2005). (FU)

The Realistic Job Preview: Telling It the Way It Is. 16th National Conference on Child Abuse and Neglect, Portland, OR (April 19, 2007). (UD)

Recruiting and Retaining a Competent Child Welfare Workforce: Lessons Learned and the Role of Leadership. The 23rd Annual San Diego International Conference on Child and Family Maltreatment, San Diego, CA (January 28, 2009). (MSU)

Recruitment and Retention. Wyoming Manager/Supervisor Meeting, Saratoga Springs, NY (April 27-28, 2008). (UD)

Recruitment and Retention of a Qualified Workforce: The Foundation of Success. 2007 Meeting of Agencies and Courts, Washington, DC (December 12, 2007). (FU, MSU, SUNY, UD, UI, UM, UNC, USM)

Recruitment and Retention of a Qualified Workforce. Teleconference series sponsored by the National Child Welfare Resource Center for Organizational Improvement.

- *Issues and Promising Strategies: Recruitment and Retention* (Part 1, March 29, 2008) (http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T042908) (USM, UD)
- *More Promising Strategies: Recruitment and Retention* (Part 2, May 20, 2008) (http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T052008) (FU, UM, UNC)
- *Lessons Learned* (Part 3, December 4, 2008) (http://tatis.muskie.usm.maine.edu/pubs/pubdetailWtemp.asp?PUB_ID=T120408) (UI, SUNY, MSU)

Recruitment and Retention of a Qualified Child Welfare Workforce: The Foundation of Success (<http://muskie.usm.maine.edu/helpkids/telefiles/052008tele/RecruitmentRetentionGrantees.doc>). 17th National Conference on Child Abuse and Neglect, Atlanta, GA (April 1, 2009). (FU, MSU, SUNY, UD, UI, UM, UNC, USM)

Recruitment, Selection and Retention of a High Quality Child Welfare Workforce. Directors of Services Leadership Forum, White Eagle Conference Center, Hamilton NY (September 18, 2008). (SUNY)

Retaining Child Welfare Managers and Supervisors: Lessons Learned. NYC Administration for Children's Services, New York, NY (June 18, 2008). (FU).

The Right Match: Strategies for Realistic Recruitment and Screening. Scaling the Summit Conference. Denver, CO (August 2008). (USM)

The Right Match: Strategies for Realistic Recruitment and Selection. Invited workshop presentations at Place Matters Child Welfare Conference, Baltimore, MD (April 15 and 17, 2008). (UNC)

The Right Match: Strategies for Realistic Recruitment and Screening. Presented at Scaling the Summit Conference, University of Denver, CO (August 5, 2008). (UNC & USM)

Rocket Science: The Work of Child Welfare Professionals. Keynote address at the Spring 2009 Collaborative Training Institute, Chapel Hill, NC (April 15, 2009). (UNC)

The Role of Leadership in Agency Effectiveness. Michigan NASW Statewide Conference, East Lansing, MI (May 2007). (MSU)

The Role of Leadership in Child Welfare Supervision. Ontario Annual Children's Aid Society Training Conference, Toronto, Canada (May 2007). (MSU)

The Role of Leadership to Promote an Enhanced Child Welfare Workforce. Southern Regional Quality Improvement Summit on Child Welfare Supervision, Memphis, TN (September 14, 2006). (MSU)

The Role of Workforce Development in Supporting Implementation of Evidence Informed Practices. Keynote address at The Use of Evidence in Child Welfare Practice and Policy: An International Perspective on Future Directions Conference, Haruv Institute, Jerusalem, Israel (May 27, 2010). (UNC)

Staff Retention in the Child Welfare System. Miami-Dade County Community Based Care Alliance, 2nd Annual Regional Child Welfare Conference, Miami, FL (September 28, 2007). (UI)

The State of the Art in Child Welfare Supervision. Kansas Supervisor Conference, Topeka, KS (April 21, 2009). (UD)

Strategies for Addressing Turnover and its Impact. Child Welfare Training Network, Kansas School of Social Work (April 2006). (USM)

Strategies for Addressing Turnover and its Impact: Many Paths, One Direction. States and Courts Conference, Washington, DC (June 2006). (USM)

Strengthening the Child Welfare Workforce for Improved Child and Family Outcomes. Keynote address, North Dakota Children's Justice Symposium, Bismarck, ND (July 21-24, 2008). (UI)

Strengthening the Frontline Workforce: Finding and Keeping the Best. Workshop presentation at Florida Coalition for Children, 2009 Annual Conference, Orlando, FL (October 13, 2009). (UNC)

Supervising in Changing Environments. Kansas Supervisor Conference, Topeka, KS (April 21, 2009). (UD)

Supervising for Recruitment and Retention. Scaling the Summit Institute, University of Denver, CO (August 5-6, 2008). (UI)

Supervisor Consultation in Support of Workforce Recruitment and Retention in Child Welfare. NSDTA Conference, Atlanta, GA (September 2008). (SUNY)

Supervisors and Managers as Partners in Workforce Development. Keynote address at the Kansas Workforce Initiative Kickoff Symposium, Salina, KS (September 23, 2009). (UNC)

Supporting Child Welfare Supervisors to Improve Worker Retention. 16th National Conference on Child Abuse and Neglect, Portland, OR (April 16-21, 2007). (UI)

Systems Change Through Workforce Development. Workshop presentation, 2009 Meeting for Agencies and Courts, Arlington, VA (August 4, 2009). (UNC & SUNY)

Systems and Service Delivery Reform. Save Our Children Summit—Addressing the Crisis in Michigan's Foster Care. Child's Hope, Dearborn, MI (October 2007). (MSU)

Take This Job and ... Love It! National Staff Development and Training Association, Dallas, TX (September 2007). (USM, UNC).

Where's Waldo? Achieving Retention Through Evidence-based Practices. Keynote addresses at Place Matters Child Welfare Conference, Baltimore, MD. (April 15 and 17, 2008). (UNC)

Where's Waldo? Finding and Keeping Qualified Child Welfare Staff. 17th National Conference of the National Staff Development and Training Association, Chicago, IL (November 2, 2004). (UNC & USM)

Where's Waldo? Finding and Keeping Qualified Child Welfare Staff. Building Success Conference, North Carolina Association of County Directors of Social Services, New Bern, NC (April 29, 2004). (UNC)

Workforce Development: Strategies for the New Millennium. New York City Administration for Children's Services, New York, NY, (July 16, 2008). (FU)

Workforce Development in a Rural Environment. North Dakota Children's Justice Symposium, Bismarck, ND (July 21-24, 2008). (UI)

Workforce Issues in Child Welfare (Moderator), Commitment in Public Child Welfare (Presenter). Society for Social Work and Research Annual Conference, Miami, FL (January 13-16, 2005). (UI)

Workforce Issues: Sustaining Child Welfare Practice. Webinar presentation for Atlantic Coast Child Welfare Implementation Center, University of Maryland, Baltimore, MD (November 10, 2009). (UNC)

The WRRRP Trek: Research Findings and Practical Strategies. Scaling the Summit Conference, Denver, CO (August 2008). (UD)

Sponsored Meetings

New England Regional Workforce Development Institute: The University of Southern Maine organized this 2-day Institute (June 14-15, 2006, in Marlborough, MA) in collaboration with the New England Association of Child Welfare Commissioners and Directors to bring together 35 top-level administrators, training directors, and representatives from higher education and human resource management to explore approaches to workforce development in New England public child welfare. (USM)

Research Briefs: Recruitment and Retention of Child Welfare Staff
(http://www.cwti.org/RR/RESEARCH%20BRIEFS_.pdf): These briefs were developed as background for the Institute.

Scaling the Summit Conference

(http://www.thebutlerinstitute.org/projects_wrrrp_scalingthesummit.cfm): The Butler Institute hosted a 2-day conference (August 5-6, 2008, in Denver) for child welfare agency staff and university partners to explore strategies, approaches, and projects to address recruitment, selection, and retention issues, including the findings and products from the University of Denver project, as well as reports from fellow 2003 Recruitment and Retention grantees and other researchers and practitioners from around the country. (UD)

Sights on the Summit: The Butler Institute hosted a 2-day conference (January 26-27, 2005, in Denver) highlighting multiple perspectives, including academia, the child welfare system, government, and the corporate sector. (UD)

Training System Symposium: The Butler Institute and the National Resource Center for Organizational Improvement (NRCOI) hosted this 4-day gathering (August 22-25, 2006) to assist States looking to improve their performance on the Training systemic factor during the second round of the Child and Family Services Reviews. (UD)

Peer-Reviewed Publications

Barth, R. P., Lloyd, E. C., Christ, S., Chapman, M., & Dickinson, N. S. (2008). Child welfare worker characteristics and job satisfaction: A national study. *Social Work, 53*, 199-209. This article presents the results of a national study of children who are investigated for child maltreatment related to worker background, education, location, and level of satisfaction, with a discussion of the implications for supervision. (UNC)

Brittain, C. R. (2009). "Models of social work supervision." In C. C. Potter & C. R. Brittain (Eds.), *Child welfare supervision: A practical guide for supervisors, managers and administrators* (pp. 23-43). New York, NY: Oxford University Press. This book chapter details the range of models for supervision in the social work profession. (UD)

Caringi, J. C., Strolin-Goltzman, J., Lawson, H. A., McCarthy, M., Briar-Lawson, K., & Claiborne, N. (2008). Child Welfare Design Teams: An intervention to improve workforce retention and facilitate organizational development. *Research on Social Work Practice, 18*(6), 565-574. This article provides an overview of SUNY-Albany's three-component intervention including management consultations, capacity building for supervisors, and a cross-role, intra-agency design team. (SUNY)

Dickinson, N., & Comstock, A. (2009). "Getting and keeping the best people." In C. C. Potter & C. R. Brittain (Eds.), *Child welfare supervision: A practical guide for supervisors, managers and administrators* (pp. 220-261). New York, NY: Oxford University Press. This book chapter describes strategies designed to foster improved selection and retention of child welfare staff. (UD, UNC)

Dickinson, N. S., & Painter, J. S. (2009). Predictors of undesired turnover for child welfare workers. *Child Welfare, 88*(5), 187-208. This article presents the results of an experimental retention study using baseline demographic and attitudinal data with employment data. (UNC)

Faller, K. C., Grabarek, M., & Ortega, R. M. (2010). Commitment to child welfare work: What predicts leaving and staying? *Children and Youth Services Review, 32*(6), 840-846. This article presents a study about worker turnover in public and private agencies, including reasons they took their jobs and chose child welfare work, and their commitment to their agencies and to child welfare. (UM)

Faller, K. C., Grabarek, M., & Vandervort, F. (2009). Child welfare workers go to court: The impact of race, gender, and education on comfort with legal issues. *Children and Youth Services Review*, 31, 972-977. This article presents a study of the perceptions of public and private agency child welfare workers about their level of comfort with the court work components of their jobs. (UM)

Faller, K. C., Masternak, M. Grinnell-Davis, C., Grabarek, M., Sieffert, J., & Bernatovicz, F. (2009). Realistic Job Previews in child welfare: State of innovation and practice. *Child Welfare*, 88(5), 23-47. This article highlights the findings of an initial evaluation of the Michigan RJP, an RJP longitudinal survey, a review of RJPs used in 10 States, and interviews with HR staff in States using RJPs. (UM, USM)

Gonzalez, R. P., Faller, K. C., Ortega, R. M., & Tropman, J. (2009). Exit interviews with departed child welfare workers: Preliminary findings. *Journal of Public Child Welfare*, 3(1), 40-63. This article reports the responses of departed public child welfare workers during a telephone interview asking why they left their positions and what might have made them stay. (UM)

Jayaratne, S., Faller, K. C., Ortega, R. M., & Vandervort, F. (2008). African American and white child welfare workers' attitudes toward policies involving race and sexual orientation. *Children and Youth Services Review*, 30, 955-966. This article reports the findings from a study of attitudes of African-American and White child welfare workers about the role of race in child welfare decisions and the appropriateness of several placement types. (UM)

Jayaratne, S., & Faller, K. C. (2009). Commitment of private and public agency workers to child welfare: How long do they plan to stay? *Journal of Social Service Research*, 35, 251-261. This article describes a study that investigates whether public or private child welfare agencies may provide better foster care services by examining the workforce commitment of public and private foster care workers when they begin their jobs. (UM)

Landsman, M. J. (2007). Supporting supervisors to improve retention. *Child Welfare*, 86(2), 105-124. This article describes Iowa's statewide supervisor training program. (UI)

Landsman, M. J. (2008). Pathways to organizational commitment. *Administration in Social Work*, 32(2), 105-132. This article discusses using an attribution of employer responsibility framework to examine empirically how aspects of work and the work environment affect organizational commitment. (UI)

McGowan, B., Auerbach, C., & Strolin-Goltzman, J. (2009). Turnover in the child welfare workforce: A different perspective. *Journal of Social Service Review*, 35(3), 228-235. This article describes the results of a study to determine which organizational, personal, and supervisory variables are most associated with intent to leave among employees in rural and urban child welfare settings. (SUNY)

Ortega, R., & Faller, K. C. (submitted 2010). Training child welfare workers from a cultural humility perspective. Submitted to *Child Welfare*. This paper discusses the rationale for child welfare worker training in cultural humility, the implications of a cultural humility perspective, and the practice principles as derived from key aspects of a cultural humility approach. (UM)

Potter, C. C. (2009). "Child welfare supervision: An overview." In Potter, C. C., & Brittain, C. R. (Eds.), *Child welfare supervision: A practical guide for supervisors, managers and administrators* (pp. 3-22). New York, NY: Oxford University Press. This book chapter presents an overview of child welfare supervision. (UD)

Potter, C. C., & Brittain, C. R. (2009). *Child welfare supervision: A practical guide for supervisors, managers and administrators*. New York, NY: Oxford University Press. This book connects theory and practice to provide an overview of the most relevant and sound approaches to supervision in child welfare settings. (UD)

Potter, C., Comstock, A., Brittain, C., & Hanna, M. (2009). Intervening in multiple States: Findings from the Western Regional Recruitment and Retention Project. *Child Welfare, 88*(5), 169-185. This article describes the processes used in the project's collaborative university-agency teams in six western sites to assess organizational needs, design intervention strategies, and track organizational outcomes. (UD)

Strand, V., & Dore, M. (2009). Job satisfaction in a stable State child welfare workforce: Implications for staff retention. *Children and Youth Services Review, 31*, 391-397. This article examines organizational and environmental factors that affect child welfare worker job satisfaction. (FU)

Strand, V., & Bosco-Ruggiero, S. (2010). Initiating and sustaining a mentoring program for child welfare staff. *Administration in Social Work, 35*, 49-67. This article describes a 2-year evaluation of a formal mentoring program in a State public child welfare agency targeting supervisors and seasoned workers. (FU)

Strand, V. C., Spath, R., & Bosco-Ruggiero, S. (2010). So you have a stable child welfare workforce: What's next? *Children and Youth Services Review, 32*, 338-345. This article describes a study to explore the contribution of personal and agency factors to job satisfaction, organizational commitment, and retention indicators in a State child welfare agency. (FU)

Strolin, J. S., McCarthy, M., & Caringi, J. (2006). Causes and effects of child welfare workforce turnover: Current state of knowledge and future directions. *Journal of Public Child Welfare, 1*(2), 29-52. This article provides an overview of the current state of knowledge on the causes and effects of workforce turnover in child welfare and discusses the need for new empirical knowledge on the relationship between turnover and child welfare outcomes. (SUNY)

Strolin-Goltzman, J., Auerbach, C., McGowan, B., & McCarthy, M. (2008). The relationship between organizational characteristics and workforce turnover among rural, urban, and suburban public child welfare systems. *Administration in Social Work, 32*(1), 77-91. This article presents the findings from a study analyzing the similarities and differences on intention to leave among employees in rural, urban, and suburban child welfare districts. (SUNY)

Strolin-Goltzman, J., Lawrence, C., Auerbach, C., Caringi, J., Claiborne, N., Lawson, H., et al. (2009). Design Teams: A promising organizational intervention for improving turnover rates in the child welfare workforce. *Child Welfare, 88*(5), 149-168. This article describes the results of a quasi-experimental study investigating the effects of design teams. (SUNY)

Vandervort, F., Gonzalez, R. P., & Faller, K. C. (2008). Legal ethics and high child welfare worker turnover: An unexplored connection. *Children and Youth Services Review, 30*(5), 546-563. This article explores how legal ethics may increase the stress child welfare workers experience in carrying out their duties and may contribute to high rates of turnover. (UM)

Studies & Evaluation Resources

Child Welfare Field Instruction Unit Evaluations (<http://www.cwti.org/RR/InternshipProg.htm>): These 2006 and 2007 reports provide the results of FIU program evaluations to determine effectiveness in retaining and adequately training students to become more effective child welfare workers. (USM)

Child Welfare Caseworker Resiliency and Retention Training: Evaluation (<http://www.socialwork.msu.edu/outreach/docs/Child%20Welfare%20Caseworker%20Resiliency%20and%20Retention%20Training%20Evaluation.pdf>): This report offers evaluation results for trainings for child welfare caseworkers that took place in August-September of 2005. (MSU)

Competency Based Screening and Selection Training Results (<http://www.cwti.org/RR/ScreenTraining.htm>): These reports detail the findings from evaluations of screening and selection trainings provided in Maine. (USM)

Cost of Child Welfare Caseworker Turnover (<http://www.cwti.org/RR/Ann%20C/Turnover%20costs%20report%206-06%20formatted.pdf>): This paper describes the financial cost incurred each time a child welfare caseworker leaves the Office of Child and Family Services in Maine. (USM)

DCF Manager Training Plan Progress Report and Draft Competencies (Gateway location TBD): This report details the development of a list of 13 competencies required to be a quality leader or manager. (FU)

Demographic Profile of Maine's General Population & of Child Welfare Service Recipients (<http://www.cwti.org/RR/Demographic%20Profile%20of%20Maine%20formatted.pdf>): This paper provides the results of a demographic analysis comparing the diversity of the child welfare staff employed by the State in the Office of Child and Family Services to the diversity of the service population in Maine. (USM)

Evaluation Plan (http://www.childwelfare.gov/pubs/site_visit/co1.pdf): This document provides an overview of WRRRP's plan for its project evaluation. (UD)

Internal Reliability of the OCFS Competency-Based Interview for Hiring Child Welfare Caseworkers (<http://www.cwti.org/RR/Reliability/Reliability%20draft%207-8-08.pdf>): This report provides the results of a study to examine the reliability of a revised screening and selection process. (USM)

Job Satisfaction Survey Results (<http://www.cwti.org/RR/JobSat.htm>): This webpage provides access to all of the reports on job satisfaction of staff in Maine's child welfare agency, 2004-2007. (USM)

Leadership Development Institute: Evaluation Report (Gateway location TBD): This report describes a project to provide consultation to management teams in area offices to help them strengthen their functioning in key areas, especially concerning their team's synergy and leadership abilities. (FU)

Michigan Child Welfare Workforce Study: A Summary Report of Incoming Workers (<http://www.ssw.umich.edu/public/currentProjects/rrcwp/summaryEvalAnalysis.pdf>): This report summarizes baseline findings of a study intended to guide the identification of barriers to long-term child welfare employment, the identification of useful recruitment and retention practices, and the development and delivery of training necessary to maintain a stable work force. (UM)

The New Child Welfare Worker in Michigan, 2004-2007: Profile and Implications.

(<http://www.ssw.umich.edu/public/currentProjects/rrcwp/perspectivesFinal.pdf>): This report presents a study of the differences among new public sector child welfare workers, workers who are transferring from one position to another in public child welfare, and new private agency workers. (UM)

Organizational Assessment, Casa Grande Child Protective Services Office

(http://www.childwelfare.gov/pubs/site_visit/co5.pdf): This report presents a summary of findings from the agency's organizational assessment. (UD)

Organizational Assessment, Peoria Child Protective Services Office

(http://www.childwelfare.gov/pubs/site_visit/co6.pdf): This report presents a summary of findings from the agency's organizational assessment. (UD)

Program Manager/Supervisor Training Needs Assessment

(<http://www.socialwork.msu.edu/outreach/docs/Program%20Manager%20and%20Supervisor%20Training%20Needs%20Assessment.pdf>): This report highlights the results of a needs assessment used to structure future trainings for program managers and supervisors. (MSU)

Resilient Child Welfare Worker Interviews

(<http://www.socialwork.msu.edu/outreach/docs/ResilientCWWinterviews.pdf>): This report provides the results of a survey of resilient child welfare workers, defined as those who were effective and had worked in the field for more than 3 years. (MSU)

Results for Exit Interview Survey (<http://www.cwti.org/RR/Exit.htm>): These memos summarize key findings from Exit Interview Surveys administered to exiting Office of Child and Family Services child welfare caseworkers from 2005-2007. (USM)

Results of the 1997-2007 Turnover Survey

(<http://www.cwti.org/RR/Eval%20Results/Turnover%209%2029%202008.pdf>): This report provides a summary of key turnover-related findings from January 1, 1997 to December 31, 2007. (USM)

Survey Results for Entrance Questionnaire (<http://www.cwti.org/RR/Entrance.htm>): These memos summarize key findings from Entrance Interview Surveys and Questionnaires administered to all entering child welfare caseworkers from 2005 to 2008. (USM)

2008 Validity Study for the Panel Interview Study

(<http://www.cwti.org/RR/Validity/2008%20Validity%20Full%20Report.pdf>): This report provides the results of a follow-up study to determine whether panel interview scores accurately predicted candidates' performance after 1 year on the job. (USM)

Workplace Climate & Performance and Quality Improvement in Maine Child Welfare

(<http://www.cwti.org/RR/Report%20on%20Workplace%20Climate%20&%20PQI%20Surveys.pdf>): This paper reports the findings from Maine's Performance and Quality Improvement (PQI) Committees' system visits and staff surveys. (USM)

Other Resources

Annotated Bibliography, 2005

(<http://www.thebutlerinstitute.org/images/WRRRPFiles/WRRRP%20Annotated%20Bib%20Final%20005.pdf>): This annotated bibliography includes summaries and comments on more than 150 references relevant to recruitment, selection, and retention. (UD)

Annotated Bibliography of Maine Cultural Resources

(<http://www.cwti.org/RR/Annotated%20Bibliography%20of%20Cultural%20Resources-final%20format-.pdf>): This document provides a list of diversity and culture-related projects and resources available in Maine. (USM)

Bibliography, 2006

(<http://www.thebutlerinstitute.org/images/WRRRPFfiles/WRRRP%20Bibliography%20Oct%202006.pdf>): This reference list includes more than 150 references from human services, education, and business literature relevant to recruitment, selection, and retention. (UD)

Competency-Based Screening Design Process (<http://www.cwti.org/RR/Competency-based%20screening%20design%20process.pdf>): This brief overview describes Maine's step-by-step process for developing competency-based screening materials that are job related and practical. (USM)

Direct Practice Consultation Program for Child Welfare Supervisors at Connecticut Department of Children and Families (Gateway location TBD): This report describes a project to provide consultation to child welfare supervisors to strengthen their ability to function in the role of mentor, coach, and educator with casework staff. (FU)

Planned Change and Workforce Retention: An Improvement Oriented Discussion Brief (<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Planned%20Change%20and%20Workforce%20Retention.pdf>): This document examines how child welfare professionals can increase the likelihood that planned change enhances desirable workforce retention. (SUNY)

Recruitment and Retention Practice Model for the Connecticut Department of Children and Families (Gateway location TBD): This document presents a framework for recruitment and retention that identifies policies, processes, and procedures regarding targeted recruitment, selection, training and professional development, supervision, and leadership development. (FU)

Recruitment and Retention Resource Library (<http://www.cwti.org/RR/R&R%20Library.pdf>): This document provides a reference list of relevant publications. (USM)

Retention Planning to Reduce Workforce Turnover in New York State's Public Child Welfare Systems: Developing Knowledge, Lessons Learned, and Emergent Priorities

(<http://www.ocfs.state.ny.us/ohrd/swec/pubs/Five%20year%20compendium%20of%20SWEC%20work.pdf>): This report details the steps local district commissioners, directors, and other public child welfare leaders can take to prevent undesirable turnover, especially among frontline workers and supervisors, and offers the key components in a comprehensive, coherent, and effective retention plan. (SUNY)

Role of the Supervisor in Recruitment and Retention (<http://www.cwti.org/RR/RoleSup.htm>): This brief overview describes the importance of supervisors in caseworker recruitment and retention, and potential strategies to strengthen and support supervision. (USM)