

Participant Information Form

For *Our* Information

Please Complete this form and hand it in to your workshop trainer

Name _____

Agency _____

Address _____

Phone _____

Fax _____

Email _____

What is your current position? _____

How long have you been in this position? _____

How long have you been with this agency? _____

Please list the names of the staff you supervise

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The *Staying Power!* Action Plan

Please Complete this form and hand it in to your workshop trainer

Review your notes from the various activities during the last 2 days and select one strategy that you will begin to implement between now and the next training date. Write the strategy you selected in the space below. Be as specific as possible about the strategy.

What is the strategy?

1. What is the anticipated outcome or benefit from implementing this strategy?

2. What are the specific steps you will take to implement the strategy?

3. What are potential roadblocks or barriers?

4. What resources are needed?
 - a. How will you acquire these resources?

 - b. What will you do if the resources are not available?

5. Who else needs to be involved or be prepared for implementation of this strategy?

6. When will you begin working on this strategy?

7. How will you assess your progress?

Training Satisfaction Form

Dates of Training _____

We would like you to take a few moments to complete this important survey. This information will allow us to understand your experience of our Recruitment & Retention education program and will be used to improve future trainings. Important! Please circle **ONLY ONE** number next to each statement.

	Please indicate the extent to which you agree or disagree with the following statements.	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
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11.	I would recommend this training to others.	1	2	3	4	9
12.	I would attend other trainings on this topic.	1	2	3	4	9

Comments: Please share any comments you have regarding this training. For example, what did you find particularly useful, what could be done differently?

Thank You!

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Agenda

Staying Power!

A Supervisor's Guide to Child Welfare Retention

April 24, 2006

9:30 AM–4:30 PM

Session 1—The Contemporary Workforce and Retention

Welcome and Participant Introductions (Icebreaker)

Introduction to the Curriculum

What Does the Future Hold? Fewer Workers and Different Workers

The High Costs of Turnover

Turnover and Retention: Push and Pull Factors

Session 2—The Supervisor and Retention

The Retention-Oriented Supervisor

Supervisors Trump Agencies: Findings from the Gallup Study

Stages of Worker Development

April 25, 2006

9:30 AM–4:30 PM

Session 3—Supporting Engagement: Staying Power Strategies

Welcome Back & *Embedded Evaluation 1*

The First Day at Your New Job

Welcoming the Newcomer

The Newcomer Interview

Session 4—Supporting Development: More Staying Power Strategies

The Disengagement Process

The *Staying Power!* Interview: Posing the Miracle Question with Your Team or Workgroup

Feedback and Performance Coaching

Wrap Up and Action Planning

Evaluation

May 24, 2006

9:30 AM–4:30 PM

Session 5—Reducing Burnout, Building Resilience

Welcome and Action Plan Follow Up

Stress, Burnout and Resilience

Job Satisfaction

Two Supervisory Paradigms

Session 6—Developing a Retention Plan

Embedded Evaluation 2

Rewards and Recognition

Action Planning

Summary and Next Steps

Evaluation

Date _____

Workforce Issues

Instructions: Please fill in today's date in the space above and then read and answer each question by circling the best answer. Do not refer to your training materials. When you are finished, the trainer will go over the quiz -please don't change any of your answers. Afterwards, the trainer will collect the quizzes.

1. According to a recent Bureau of Labor Statistics' ten year forecast about the availability of jobs and workers in the services sector (which includes social work), which of the following is true?
 - a. The number of jobs is going to decrease and the number of people who want jobs is going to increase. So, it is going to be easier to hire staff.
 - b. Both the number of jobs and the number of workers are going to increase. So, the difficulty of hiring will remain about the same as it is today.
 - c. The number of jobs is going to decrease as is the number of people seeking work. So, the difficulty of hiring is going to remain about the same as it is today.
 - d. The number of jobs is going to increase faster than the number of people seeking work, so the difficulty of hiring is going to get harder.

2. One way of looking at the concerns and needs of people who work is to understand the differences between "traditional" and "emergent" workers and those who bridge both types. Which statement BEST captures a difference between "traditional" and "emergent" workers?
 - a. Job security is much more important to Traditionals than it is to Emergents, who instead see job change as a vehicle for growth.
 - b. Both Traditionals and Emergents value promotion, but Traditionals believe that it is their responsibility to pursue it, while Emergents believe the agency should provide career paths to able workers.
 - c. Both Traditionals and Emergents value loyalty, but Traditionals point to their contributions to the agency as evidence of that loyalty, while Emergents point to their willingness to stay with the agency.
 - d. Both Traditionals and Emergents want to advance in organizations, but Traditionals are more likely than Emergents to believe that performance indicators ought to be the basis for advancement.

3. One of the reasons that people stay on their jobs is that the job meets multiple needs. Overall, what is the most highly valued pair of results for people who work?
 - a. Success on the job and work/life balance

Embedded Evaluation 1 (Cont.)

- b. Fulfillment and moving up the ladder
 - c. Work/life balance and fulfillment
 - d. Moving up the ladder and success on the job
4. Throughout the state of North Carolina we have reason to be concerned with retention of Child Welfare workers. Which set of statistics MOST ACCURATELY describes our current turn-over and job fill circumstances?
- a. Vacancy rate = 15%; the time needed to refill a SW III position is at least 40 days.
 - b. Vacancy rate = 20%; the time needed to refill a SW III position is at least 50 days
 - c. Vacancy rate = 25%; the time needed to refill a SW III position is at least 60 days
 - d. Vacancy rate = 30%; the time needed to refill a SW III position is at least 70 days
5. List four “push factors” i.e., reasons that people leave jobs.
- a. _____
 - b. _____
 - c. _____
 - d. _____

Resignation Letter

To: Ms. Director, Helping Everyone Agency

From: Joe Dedication

cc: Mr. Supervisor

Re: Reasons for Leaving

I have thought a great deal about whether or not to write this memo, and have decided that it is important for me to express how I feel about leaving this agency. I hope you understand that there are many things I liked about my job and the organization. However, I also feel that it might be helpful if you knew of some of my concerns. When I originally interviewed for this position, I was pleased to find that your mission and vision mirrored my own so well. It has always been important to me that I work at something that I love and with people who shared this commitment.

However, when I arrived, I found that there was little support for my learning. You hired me because I did have some valuable experience but I had to learn the ins and outs of dealing with clients on my own, with a supervisor too busy to give much direction or reassurance. I soon understood that because of many vacancies, I would have to sink or swim alone. I rose to the challenge, but soon began to burn out. I was also fearful that I would make a costly mistake with a client, for which I felt extreme daily stress. I was distressed that I did not have someone to share my concerns with.

Your mission and vision speak to the importance of teamwork, employee support, and recognition, but I frankly found little. When I did have major accomplishments, there seemed to be no one who had time or energy to celebrate with me.

When I began 2 years ago, we talked about my interest in learning other facets of the agency, and about my interest in management. You seemed to be pleased with my performance (although my performance evaluations were always rushed and shallow) and I cannot recall a time when I received any negative feedback. However, my requests for additional training and opportunities received no response.

I realize that new initiatives are part of this work. Many of the initiatives I found exciting and challenging, but no one ever bothered to explain how they all fit together. I felt like I was missing major pieces to the puzzle and ended up feeling lost in my day to day work. Some initiatives even ceased and we employees were never sure why.

I know you must think that I am leaving to go to “Pie in the Sky, Inc.” because they are paying me more, but this is not true. I really wanted to work for your agency. I hope that you will contemplate the issues I have outlined here, and address them for future employees.

I wish you much success. Sincerely, Joe Dedication

The Directors' Agenda

Session 1—What Does the Research Say about Retaining Talented Child Welfare Staff?

Welcome and Participant Introductions

What about Turnover?

What does the Future Hold?

What are Your Costs of Turnover?

Why do Talented Workers Go or Stay?

Lunch Break

Session 2—How to be a Retention Leader

The Truth Hurts—or Does It?

Stages of Worker Development

An Environmental Scan: What are the Internal and External Factors Affecting Retention in Your Agency?

How Have you Been Successful?

What Will it Take to Keep Our Talent?

Date _____

Assessing Supervisors' Use of Hallmark Paradigms

Instruction: Write today's date in the space above. Read the two dialogs below and for each of the supervisor's lines, identify one hallmark (from 1-11 on Handout 5H) that BEST reflects what the supervisor's words represent.

Dialog 2

Worker I really need some help. I'm not sure what to do about this situation – T'Vae has been placed with the Saller family for more than eight months now. His mom is now talking relinquishment due to her advancing AIDS, and up to now the Sallers have been really clear that they want to adopt him. But Ms. Saller called me this morning and said that since she is pregnant, she and her husband have decided they can't care for T'Vae along with the babies – she just found out she is carrying twins, not just one. I feel like I should have anticipated this when I learned last month she was pregnant. She told me then it wouldn't make a difference, but I guess it did.

1. Supervisor It's hard to know what will lead people to change their minds – none of us is a mind reader. _____

Worker She said that she and her husband have met with their pastor and have come to the decision that this wouldn't be fair to T'Vae or their babies – T'Vae has too many special needs and three children under age 2 would be more than they can handle five months from now. They are willing to keep T'Vae until another arrangement can be made

2. Supervisor I feel like maybe I should intervene here – I know T'Vae's mother quite well; she was a child on my caseload almost fifteen years ago. I can call the Sallers and set up a meeting. I just can't see that this is going to be anything but a huge mistake for T'Vae. _____

Worker I don't think they're going to change their minds. Mrs. Saller said that they have talked about it a lot and have come to this decision after a lot of prayer and thought.

3. Supervisor OK, I'm overreacting here. Well, let's think about next steps, other resources for T'Vae. _____

Worker Yeah, I'm not quite sure how to start.

4. Supervisor Remind me how you found the Sallers as a placement. _____

Worker I talked to T’Vae’s mother and grandmother about relatives – Mrs. Saller is a cousin. T’Vae’s father is incarcerated but he gave me the names of some relatives several states away. So, I’ve got a list of people, some of whom I already talked to and some I never called. I mean, we should still try for another relative, right?

5. Supervisor What are your thoughts about that? _____

Worker Well, yes, I mean, we are trying to get kids permanently placed with family, so yes, I ought to go back to exploring these other resources.

Dialog 3

Worker I feel like quitting after this morning. That attorney was so nasty to me. I felt humiliated. And the judge just let it go on. I mean, you were there, what did you think?

1. Supervisor I would have been really shook up, too, especially for my first court case. The opposing attorney was very tough on you. _____

Worker Yeah, and I wasn’t prepared at all – this did not happen to any of those workers I shadowed.

2. Supervisor Are you okay to go over it now – taking a look at it piece by piece? _____

Worker Sure, I don’t want this happening again.

3. Supervisor OK, let’s see what we can learn from this for the future. Tell me where you felt it started going downhill. _____

Worker I got through the first part ok but then the parents’ attorney started pushing me on whether the Department did enough to prevent Rodney’s placement in the first place. I mean, I know it’s important, like trying not to remove them at all.

4. Supervisor Yes, you are right; that’s an important legal requirement that sometimes our Department hasn’t met satisfactorily. _____

Worker Yeah, that's called "reasonable efforts," right?

5. Supervisor Right, you are learning the Child Welfare lingo very well. _____

Worker And I thought that part would go fine – you and I had gone over all the resources that were tried during that first month and that really didn't work – I mean, getting his grandmother in to take care of him while his parents worked – then she got sick and they left him home alone again without calling the Department. And they didn't want to use the day care providers we have – they say they don't want him in any group settings because he might get sick. They thought he was better home alone than in a day care setting. Anyway, I thought we were 100% sure that we met reasonable efforts before placing him with his grandparents.

6. Supervisor Yes, I agree. What did the court find? _____

Worker Well, the judge eventually said that we did meet reasonable efforts. But she let that attorney batter me about it. That's what I don't get.

7. Supervisor What are your thoughts about it? _____

Worker I guess it's the way he questioned me – I got flustered and sort of forgot about the information I had given the parents about day care homes in addition to the centers. So, maybe it sounded like the Department hadn't done enough to make day care available to them.

8. Supervisor Yes, I think your take on that is right. _____

Worker Yeah, then our attorney brought it up again, so I remembered and said it.

9. Supervisor Yes, in the end you got everything on record that needed to be said. A learning experience? _____

Worker Yeah, I think in the future I will want to have a good synopsis in front of me of all the services we offered or provided so I don't forget if I get flustered.

Launching the *Staying Power!* Action Plan

The Intra-Agency Action Plan

Working in a small group with others from your agency, review your notes from this training, reflect on the situation in your agency and discuss collective strategies that may improve retention in your agency.

1. What is our current status with regard to retention of child welfare staff?
2. What are we doing well with regard to retention? Can this be strengthened?
3. What can we do to improve our capacity to retain child welfare staff? (Brainstorm to generate a list of ideas.)
4. Evaluate the ideas on the list generated above and eliminate ideas that are not related to retention and those that cannot be implemented in your agency.
 - a. Consider feasibility of the idea (time, resources, expertise).
 - b. Consider support available to implement the idea.
 - c. Consider the expected outcome of the idea.
 - d. Is there a natural order to the ideas?
 - e. Other criteria for evaluation?
5. Select one or more ideas that you will work with other supervisors to implement in your agency.
6. Complete an Intra-Agency Strategy Worksheet for each idea your group selects.
7. Decide how you will monitor your collective progress.

The Team/Intra-Agency Strategy to Promote Retention

1. What is the strategy?
2. What is the anticipated outcome or benefit from implementing this strategy?
3. What are the specific steps you will take to implement the strategy?
4. What are potential roadblocks or barriers?
5. What resources are needed?
 - a. How will you acquire these resources?
 - b. What will you do if the resources are not available?
6. Who else needs to be involved or be prepared for implementation of this strategy?
7. When will you begin working on this strategy?
8. How will you assess your progress?
9. How will you work with others to provide support and peer consultation as you implement this strategy?

The Individual Action Plan to Promote Retention

Revisit your notes from the peer consultation session and from the various activities during the training. Develop or revise your personal action plan to enhance your capacity to supervise for retention.

1. What is the strategy?

2. What is the anticipated outcome or benefit from implementing this strategy?

3. What are the specific steps you will take to implement the strategy?

4. What are potential roadblocks or barriers?

5. What resources are needed?
 - a. How will you acquire these resources?

 - b. What will you do if the resources are not available?

6. Who else needs to be involved or be prepared for implementation of this strategy?

7. When will you begin working on this strategy?

8. How will you assess your progress?

Training Satisfaction Form

Dates of Training _____

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