

May 23, 2007
Staff Turnover/Retention

In Attendance:

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Historical information: Several CQI Referrals have been received regarding Staff Turnover/Retention from Stake holder Committee, Foster Care worker support group in East Baton Rouge Parish, various OCS staff in meetings and other forums and RPS/state office liaisons. Due to the growing concerns, the matter was discussed by the aforementioned.

Historically, turnover statistics are provided semi-annually to RA's, state office management team and state level CQI team. The report incorporates data from Child Welfare Specialist Trainee to Child Welfare Specialist 9 which is used internally. Another avenue the agency uses to track turnover/retention is the exit forms.

Data Needed: In order to develop a more reliable system to track turnover a suggestion has been made that the agency track data by program, determine the time frames to fill a vacancy and better tracking of internal movement. The data can identify trends, be useful in focus groups and in training and with PCR/QA data.

Turnover Data Obtained: In comparing the turnover of direct service staff (Trainee's to CWS 2's) for the 2004-2005 FY and 2005-2006 FY it revealed:

Job Title	2004-2005	2005-2006
Trainee*	10%	35%
Child Welfare Specialist I*	28%	34%
Child Welfare Specialist II*	8%	13%

*Trainee (No MSW, No Child Welfare Experience)

*Child Welfare Specialist 1 (MSW/one year of Child Welfare Experience)

*Child Welfare Specialist 2 (MSW/two years of Child Welfare Experience)

Data reveals that turnover for direct service staff has steadily increased since 2004 which strongly impacts the agency's ability to provide services to families and children.

Solutions Implemented

- Creation of worker positions to cover caseloads
- Over staffing
- Addition of Assistant RA in selected regions
- Ensure proper ratio for staff/supervisors/clerical as follows
 - DM – CWS 4 ratio as **4-1**
 - CWS 4 – Staff (CWS 1-3) ratio as **5-1**
 - Clerical – Professional Staff ratio as **1-4**

Possible Solutions:

- Implementation of time frames for filling positions
- District Manager backup
- Seeking input from LSSSA
- Time management study
- Pairing of supervisors (back-up)
- Look at job appointments /overstaffing and moving staff within region
- Someone to serve as a “trainer” in each region who does not carry a caseload
- Work plans for supervisors within regions that are have staff related problems
- Incorporate staff turnover data in PPR’s for Regional Administrators
- Maintain an “interview pool” of applicants
- PPR’s to be more specifically related to expected outcomes (ex: You will initiate 90% of your investigations in a timely manner)

Current Initiatives

- Workgroup in Jefferson Region that is headed by OCS retiree for new staff
- Workgroups in Baton Rouge region for new staff headed by Field Liaisons in state office
- Laptop/Notepad project in Lafayette Region
- Speak right system pilot in Jefferson Region

Next Steps

Joy will obtain more data on clerical turnover and average time to fill vacancies. She will develop timeframes to fill vacancies and begin tracking by program in ISIS.

CQI team will implement plans to address supervisory support issues. A core group will be developed to identify responsibilities and supervisory issues and look at possible solutions.

Future groups will be formed to look at “specific issues” related to staff (i.e. workgroup for PPR’s specific expectations)

