

Staff Turnover and Retention Workgroup

Meeting date: October 11, 2007- 8:30-11:30am

Persons in attendance: Lynn Farris-Prevention (State office), Shelly Johnson-Human Resources (State office), Gail Lewis-District Manager (Terrebonne), Hannah Dunn-District Manager (West Jefferson), Diane Senn-Supervisor (Lincoln), Marcia Daniel-Field services (State office), Nelda Rains-District Manager (Shreveport), Joe Palmer-Training(State office), Walter Fahr (representing Lisa Welch)-Field Services (State office), Charlette Frilot-Asst. Regional Administrator(Jefferson), Melissa Maiello-Planning (State office), Bridget Clark-Acting Section Administrator-Planning (State office), Shewayn Watson-Planning (State office), Sam Pourcieau-Training/Registered nurse (State office)

What do you want out of this committee? (Open Discussion)

Retain staff, good quality staff, educated, motivated, develop plan to retain staff and put plan into action, newer workers need better training, not getting what need from supervisors, not equipped to do their jobs, see highly skilled, dedicated workers, money not the issue, due to support-supervisors overwhelmed, need to build in support from the very top, not enough positive reinforcement, pay in some instances is an issue, have to meet needs of workers before they can meet needs of clients, mentoring program, in house support to staff, support plays a huge part

History of Implementation of STAR Workgroup

A referral was received from the community and consumer stakeholder committee. Have been comparing turnover statistics to national average. Did not appear to be a problem, until began looking deeper at internal statistics. A lot of turnover happened through trainee to Specialist 2. Clear that there is a high rate of turnover and need solutions to combat this problem.

CQI asked for this meeting with executive level management which included Kaaren Hebert and Brent Villemarette. Turnover considerably lower when compared to the national average. However, have to compare ourselves to ourselves. Have to be able to measure ourselves. HR has a program in ISIS to breakdown statistics by program.

Prior Solutions-overstaffing, positions created to cover caseload, Asst. RA in regions, proper ratio of staff to clerical positions, and CWS 4 to staff and CWS 5 to staff ratios.

Research/Turnover and Retention Statistics/Human Resource Data

Research-Supervisors are key to retaining staff, resources are an issue, work load, finding qualified supervisors.

Human Resources data-provided by Shelly Johnson

ISIS-Separation form that is currently in place when employee leaves provided in packet. Ranked in order of importance. Check marks indicate reason for leaving seen most frequently. Highest reason for turnover is personal. A lot of people moving out of Louisiana. Can only put one action reason into ISIS. Separate data base would have to be created to break down categories further.

Optional separation form- Sent into human resources- do not get all of these forms back.

Turnover statistics- Gather turnover by looking at actual employees on board at beginning of time period and take into account separations that occur.

SFY 05-06- Turnover =14%

SFY 06-07-Turnover = 19%

Separation by region-most turnover in the Specialist 2 position.

Separation by action:

- 1) Personal
- 2) Retirement
- 3) Transfer out
- 4) Pay
- 5) Not stated

Most dramatic increase due to persons who left to go to another department or agency for a demotion or lateral transfer with no reduction. Twelve people took true demotions, 6 left for more money and many, many more left for a demotion with no reduction.

ISIS may not contain accurate information regarding organizational charts. Finding lots of people not in the right unit or under the right supervisor. Creates data that may not match. May need to look at positions instead of programs at this point. Information only as accurate as what's put into ISIS.

Problem Statement- Divide into groups- Since SFY 2002-2003 (9.93%) the rate of OCS staff turnover has steadily increased and most recently peaked at 19 % increasing administrative cost to the agency and impacting performance of our child welfare system (negatively) affecting outcomes for children and families.

Groups- What issues impact staff turnover and retention?

Group 1: Charlotte, Walter, Nelda, Joe- Training- Emphasized training across the board, important to add and emphasize training for supervisors and ongoing development of supervisors, recognized that the timing of all the initiatives going on that is compromised by the shortage of staff (so much that is beginning, yet shortage of staff), line staff have

no idea about new initiatives(timing of initiatives compromised by the shortage of staff), salary, insufficient linkage with universities and IV-E money(across the board, not as much emphasis on work in child welfare-lack of IV-E money), complexity of the job, mentoring, general scatteredness, support of new workers

Group 2-Marcia, Sam, Diane-Workload, training issues (training and mentoring for new workers and supervisors), court systems, recognition and respect, lack of recognition, prestige/appreciation from community, lack of recognition prestige/appreciation in a real way, below market pay-many better opportunities, non- case related time considering duties, instability of caseloads, dangers of job, feelings of inadequacy-lack of support for supervisors, and workers.

Group 3- Shelly, Hannah, Gayle, Lynn

Low morale, not feeling valued in and out of agency, lack of supervision- support from supervisors, hands on training, lack of resources/tools to do job, poor supervision-not an open door policy, lack of modeling, court expectations extremely high, pay for value, Mentoring—heard throughout the exercise

What are the top reasons for staff turnover and retention?

1. Support and Guidance
2. Training
3. Caseload/workload
4. Pay incentives/ Other

Need to separate support and guidance category: Internal (within the agency)-lack of support from upper management, disconnect between state office and field, realization of what is really happening and impact on day to day activities ; External-community support –relationships with court, other agency's, community support

Top Three causes affecting turnover and retention:

1. Support/Guidance
2. Training
3. Caseload/workload

Define what we see as support/guidance, training, caseload/workload

Support/Guidance:

Internal-mentoring, disconnect between state office and field, timing of initiatives, lack of recognition prestige/appreciation from OCS administrative in a real way, support of new workers, poor supervision-not an open door policy, lack of modeling, feelings of inadequacy/mentoring for new workers

Between Internal and External: recognition and respect, not feeling valued in and out of agency, lack of tools/resources to do job

External: Community Support, court systems, other agencies

Discussion regarding not grouping into categories yet. Don't want to lose the big picture. Don't want to lose the message regarding issues that are not focused on at this time.

Pay issues/salary grouped under support and guidance, dangers of job, caseload/workload, complexity of the job, court system, non case related time consuming duties and expectations, instability of caseloads....grouped under caseload/workload

CASELOAD/WORKLOAD

TRAINING: Should we look at changing training? Research other states and see what they are doing. 7-10 is simply an overview of OCS.

Orient staff, then develop them.

1. Training,
2. On the job training
3. Training by experienced worker

Cost- financial to community and to children and families.

SUPPORT/GUIDANCE

Supervisors go out with workers, formal OCS process for development of staff

WORKLOAD/CASELOAD

Full caseloads right after 7-10

Homework: To think through each of the three major problem areas (Support/guidance, training, caseload/workload) of staff turnover and retention and define the root causes of the problem: who, what, when, where and how. Poll staff within your region to assist in determining the root causes to these problem areas.