# Building A CQI Process for Workforce Issues

Anita P. Barbee, MSSW, Ph.D.

University of Louisville

Jennifer Miller Haight, MA

University of Chicago, Chapin Hall
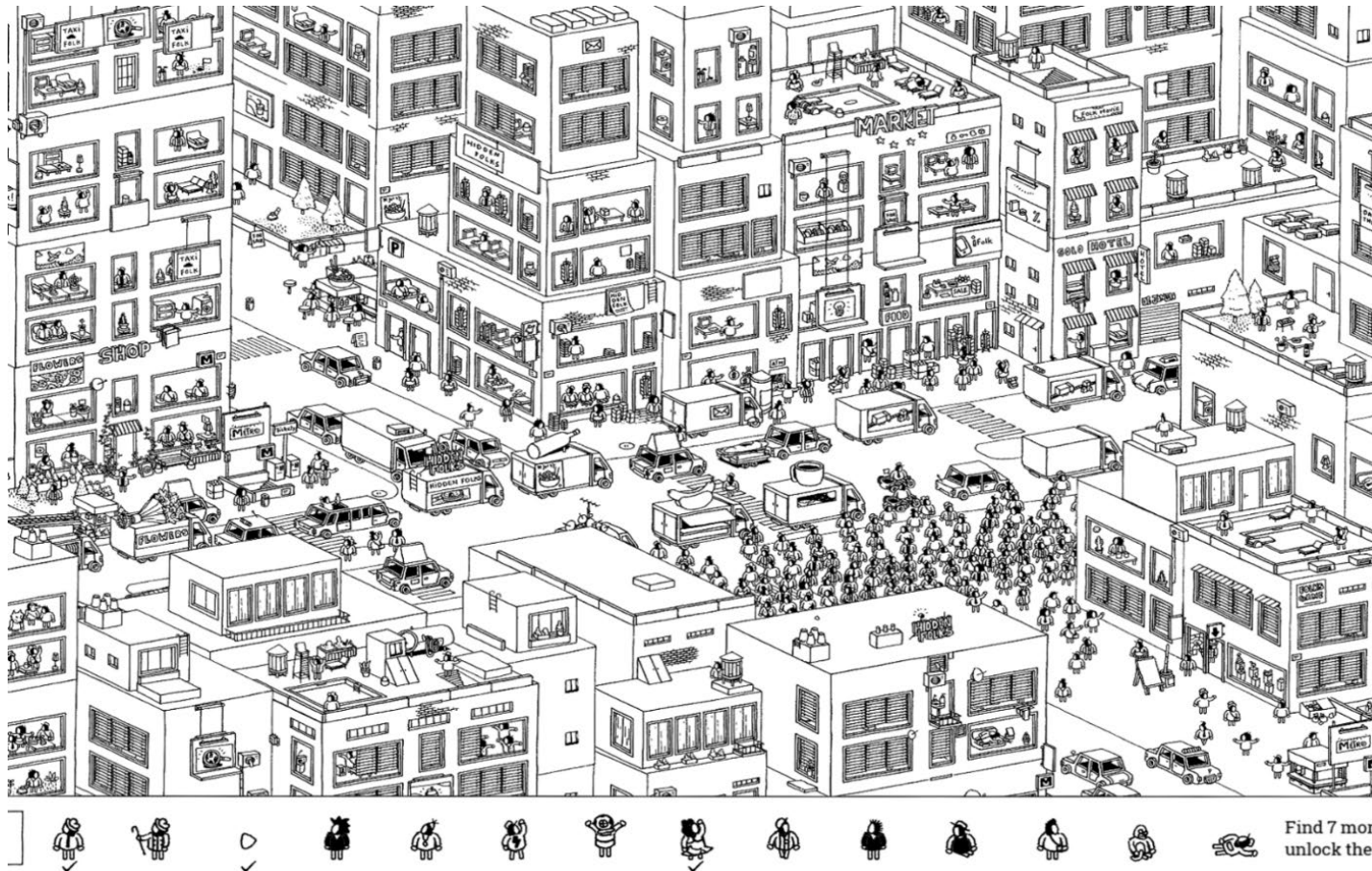
# The Problem

- The CW field complains that workforce issues contribute to the inability of agencies to reach positive outcomes for children.

- The pipeline tends to be small- so one need is for better outreach and recruitment of potential workers who will be a good fit for child welfare practice.

- In many jurisdictions, those that apply are not well qualified or agencies don't utilize best practice in employee selection
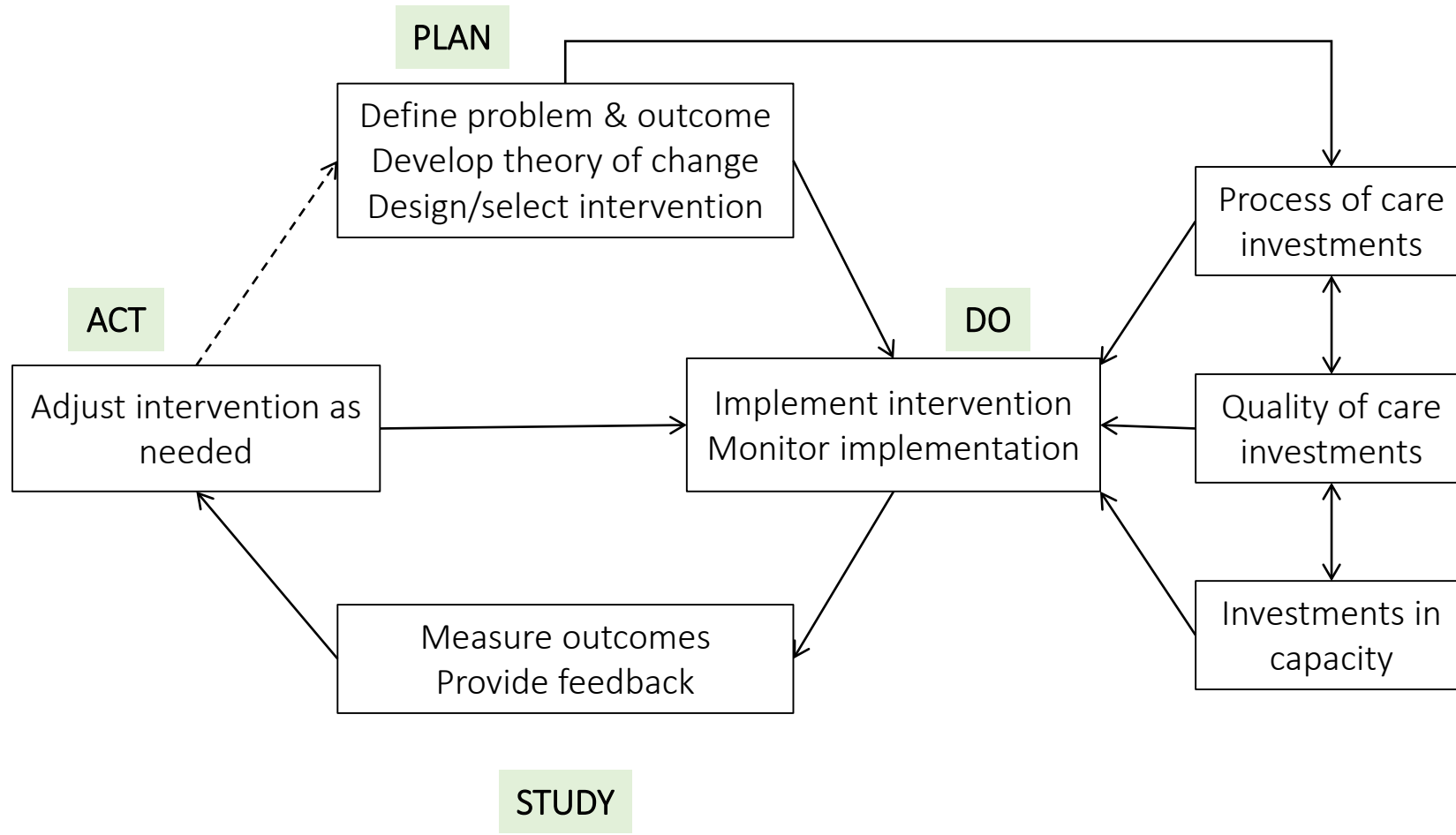
# The Problem (continued)

- While training in many places is strong, agency culture and climate, poor supervisory practices, high workloads and trauma of clients undermine the ability to retain quality staff.

- Many in the child welfare workforce experience high burnout and secondary trauma and begin leaving.

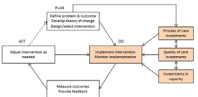- Most turnover occurs in the first 2 to 4 years.

# Teaming

- Where's HR-aldo?

# The CQI Cycle



PLAN

Define problem & outcome
Develop theory of change
Design/select intervention

ACT

Adjust intervention as needed

DO

Implement intervention
Monitor implementation

Process of care investments

Quality of care investments

Investments in capacity

Measure outcomes
Provide feedback

STUDY

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| CQI Phase | Hypothesis development/testing | Evidence use |
|---|---|---|
| Plan<br> | Define the problem.<br>("I observe that…") | What evidence supports this observation? |
| | Hypothesize as to the cause of the problem.<br>("I think it's because…") | What evidence supports this hypothesis? |
| | Identify a solution.<br>("So I plan to…") | What evidence supports the hypothesis that the proposed dose of the intervention will lead to this specific degree of improvement? |
| | Set a performance target.<br>("….which I think will result in…") | Taken together, what evidence supports the theory of change—i.e., the claim about how this intervention will have the intended effect on the target population? |
| Do<br> | Implement the intervention. | Collect data required for an analysis of intervention effectiveness and analysis of implementation fidelity. |
| | Monitor implementation. | What evidence is there that the intervention was (or was not) implemented with fidelity? |
| Study<br> | Measure progress toward the target outcome. | What evidence is there that the intervention was effective (or not effective)? |
| | Provide feedback to relevant stakeholders and decision makers. | Transmit evidence regarding outcomes and fidelity to those who will interpret the findings and make decisions accordingly. |
| Act<br> | Determine the extent to which the problem still exists. | What evidence supports this observation? |
| | Confirm or refute the theory of change. | What evidence supports this claim? |
| | Adjust the intervention as needed. | What evidence supports the decision to continue, modify, or discontinue the intervention? |

# Problems Tracking Employees

- Few agencies have an in-house Human Resources (HR) Department-often another agency runs HR.

- Relationships between CW and HR departments are often nonexistent.

- Because of this lack of communication and because many governmental HR departments do not hire HR professionals, calculations of turnover seldom follow industry standards
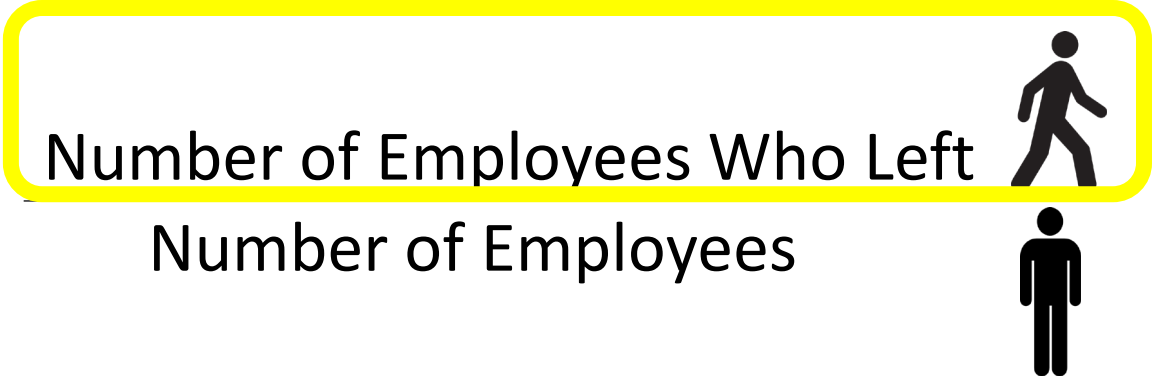
# Issues with Workforce Data

- When HR data is examined:
  - The employee code seldom links to the code used to enter data into SACWIS so it is difficult to tie turnover and specific workers to client outcomes.
  - The data cannot easily be extracted per employee- to get a longitudinal sense of when people are leaving the agency so as to enact timely turnover prevention strategies.
  - Reports are mostly cross sectional in nature.
  - Some sites expunge data periodically making longitudinal examinations even more difficult.
  - Rarely do these datasets include all relevant demographics, education and other relevant information.

# The Case for Longitudinal Data Collection and Special Analyses

- Tracking new employees over time can be particularly helpful in understanding **when** turnover happens and can give clues as to **why** turnover happens.

- There are several data analytic techniques that can help interpret the findings.

- Case example from Kentucky

- Another case example

# Calculating Turnover

Turnover = $\dfrac{\text{Number of Employees Who Left}}{\text{Number of Employees}}$ x 100

# Calculating Turnover
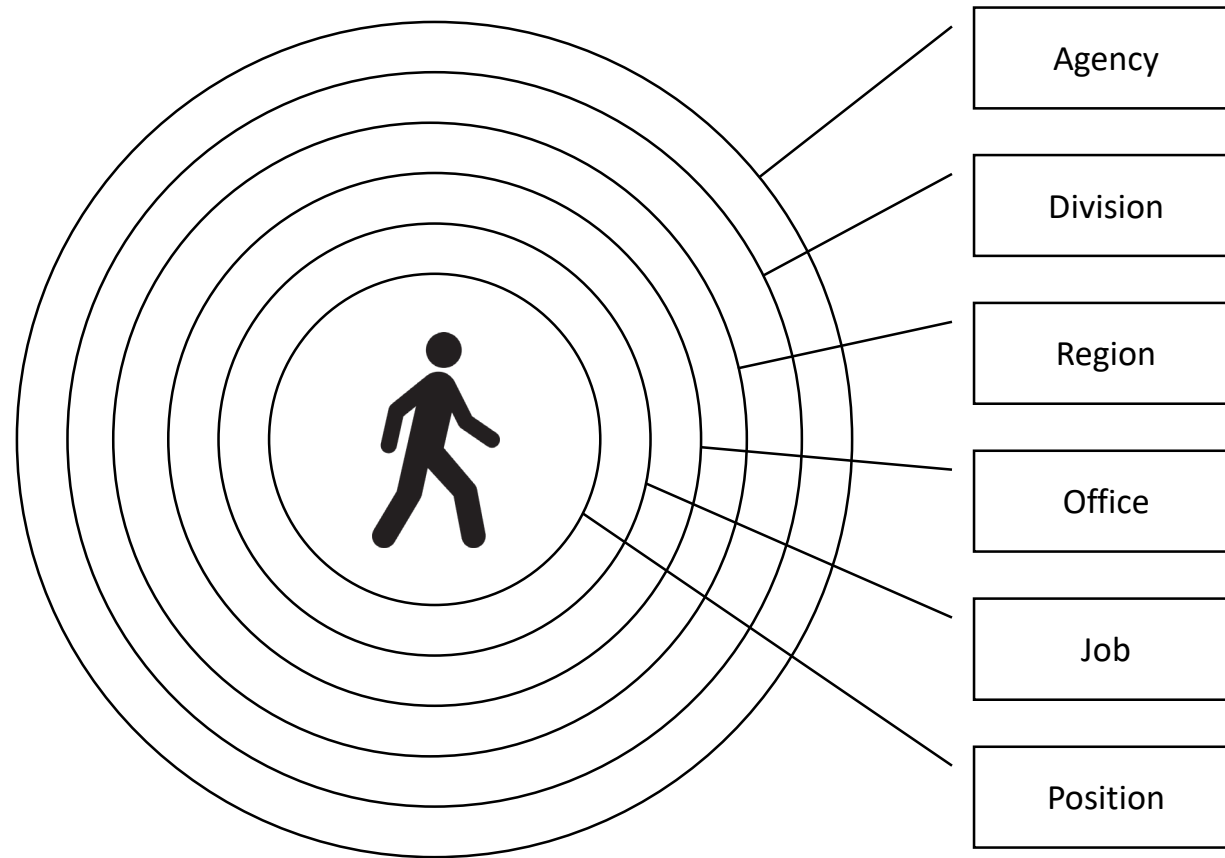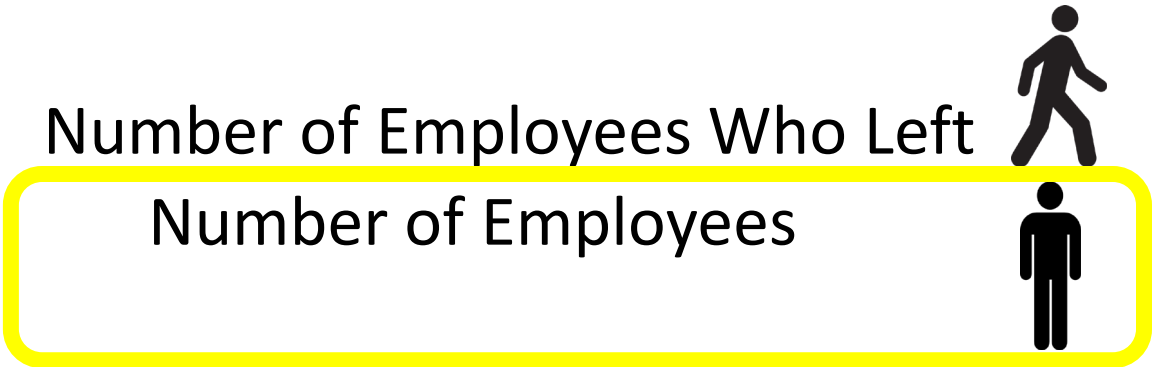
# Calculating Turnover
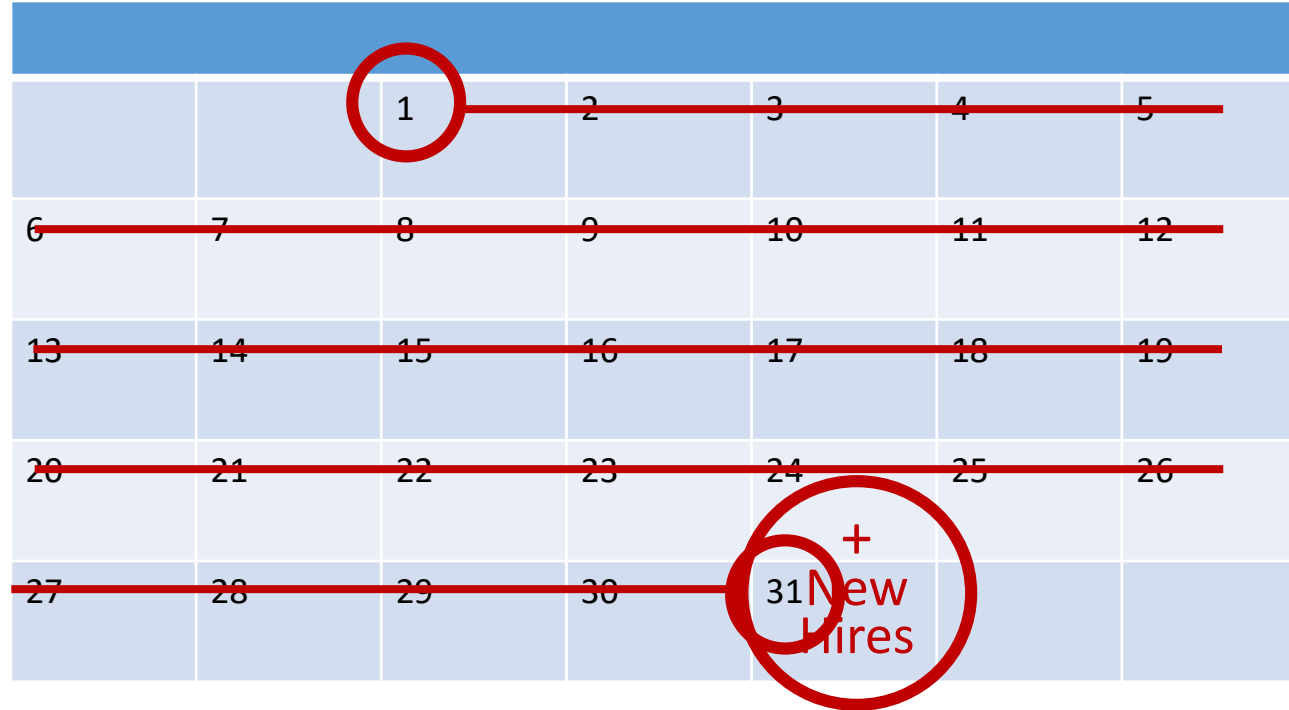
- Voluntary vs Involuntary

- Avoidable vs Unavoidable

- Functional vs Dysfunctional

# Calculating Turnover

Turnover = $\dfrac{\text{Number of Employees Who Left}}{\text{Number of Employees}}$ x 100

# Calculating Turnover

# Calculating Turnover

# Calculating Turnover



Roles & Responsibilities

# Suggestions for HR Data

- See handout of the data shells the QIC-WD is using in as many sites as possible and recommending for legislation.

# Continuous Workforce Development Process
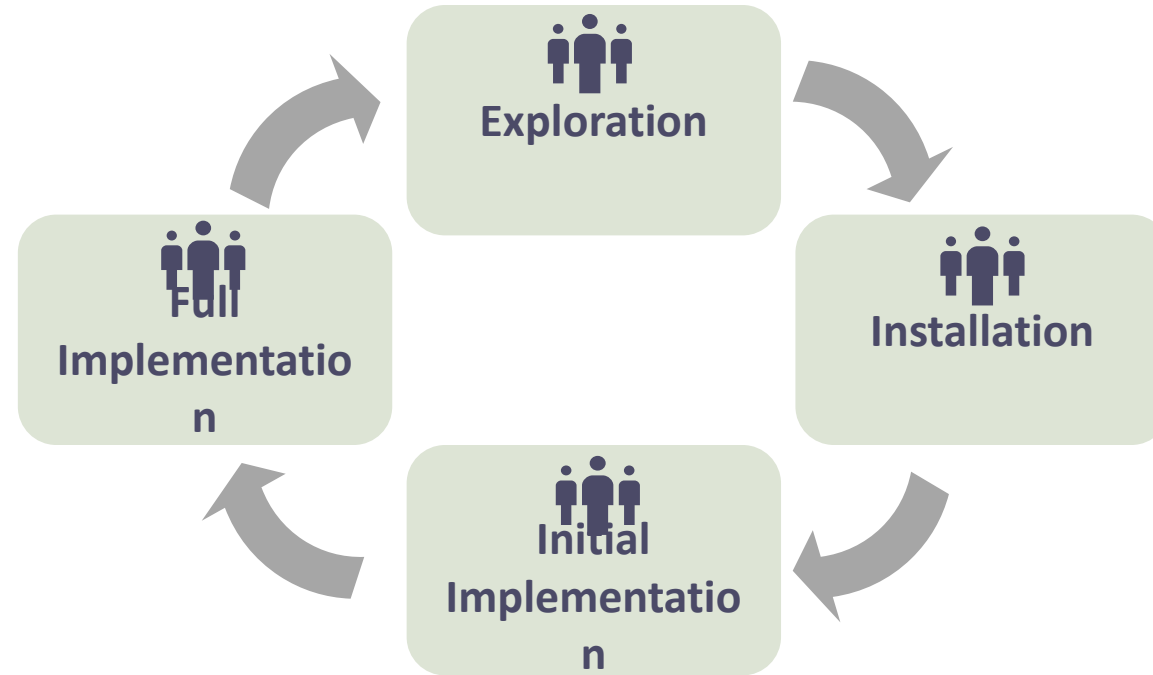
# Goals of Exploration Phase



**Exploration**

- Identify and plan for implementation of a workforce strategy to find and/or keep competent and committed employees
- Understand agency capacity for:
  - Successful implementation
  - Engaging in rigorous evaluation

# QIC-WD Exploration and Assessment Process
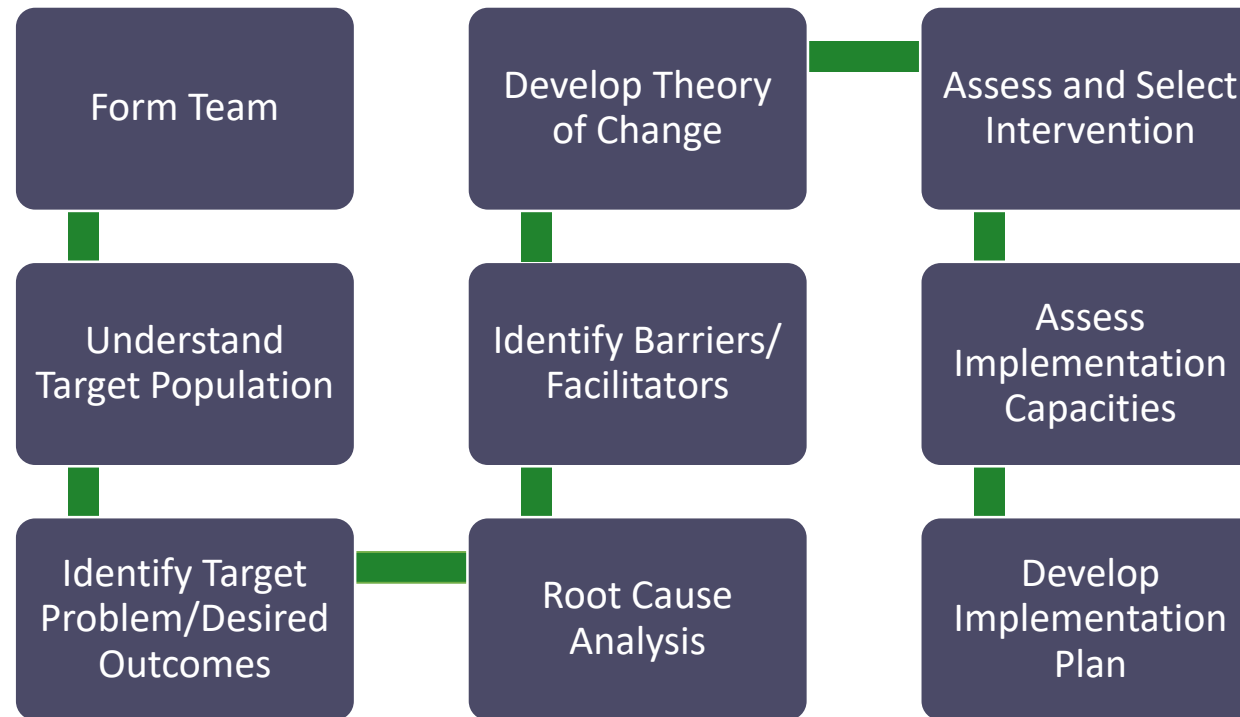
# Understanding The Target Population

**Exploration**

Before assessing the potential problems, it is useful to take an inventory of the population we hope to impact by:

- Describing the target job(s) and how they fit within organizational structure
- Understanding the number of approved and filled positions
- Exploring worker demographic characteristics
- Understanding the various work arrangements for the population

# Problem Exploration and Identification

**Exploration**

Identify and understand the problem we want to solve and outcome(s) we want to target

- Examples
  - turnover (committed employees)
  - recruitment (attracting applicants to apply for positions)
  - selection (evaluating and choosing candidates to hire)

# Root Cause Analysis

**Exploration**

- Understanding Other Workforce Processes and Initiatives
  - Onboarding of new staff
  - Training and professional development
  - Coaching and supervision
  - Performance management and expectations
  - Pay and benefits
  - Workload
- Understanding Organizational Culture and Climate
- Understanding Employee Well-Being

# Identify Barriers and Facilitators to Addressing the Problem

**Exploration**

Examples
- Barriers: funding or resource limitations, agency hiring freeze, limited applicant pool, significant competition for applicants
- Facilitators: local partnerships to supplement agency resources, leadership prioritizing workforce issues, legislation focused on improving staffing

# Data Mining

- Areas covered
  - Agency perception of issues affecting retention
  - Definitions/rates of turnover
  - Perceptions of culture and climate
  - Staff readiness for change
  - Attitudes toward evaluation
  - Effectiveness of agency structures and processes for:
    - Performance evaluation
    - Caseload/workload management
    - Supervision
    - Recruitment
    - Hiring
    - Training

# CQI Process

1. Identify the population you intend to target

**Exploration**

Examples
- potential applicants (labor pool)
- applicants
- child welfare workers employed <3 yrs
- workers in a certain region
- workers with specific duties or specializations
- rural workers

# CQI Process

2. Conduct root cause analysis to identify potential causes

**Exploration**

Examples
- What are candidates' perceptions regarding agency recruiting strategies?
- What are the steps of the hiring process? What is measured at each step? What are the standards that must be met for each step?
- What are the internal perceptions regarding the hiring process (among hiring managers, supervisors, etc.)?

# CQI Process

**Exploration**

3. Identify barriers or facilitators to addressing the problem

Examples
- Barriers: funding or resource limitations, agency hiring freeze, limited applicant pool, significant competition for applicants
- Facilitators: local partnerships to supplement agency resources, leadership prioritizing workforce issues, legislation focused on improving staffing

# CQI Process

6. Develop a theory of change

Example
Implement selection intervention➔
Enhance employee-job fit➔
Increase retention➔
Decrease time to permanency

**Exploration**

# CQI Process

5. Assess and select a workforce strategy or intervention
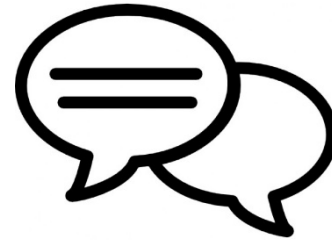
**Exploration**

### Examples
- Recruitment
- Selection (hiring)
- Placement (improving employee-job fit)
- Supervision
- Structured mentoring or coaching
- Job redesign
- Flexible work hours, telework, job sharing
- Physical work environment
- Organizational culture and climate
- Trauma focused and resilience-building initiatives

# CQI Process

Exploration

What workforce strategies have been planned or implemented in your agency?

# CQI Process



**Exploration**

6. Assess implementation supports

Examples
- Selection of staff who will implement
- Training
- Performance assessment
- Data to inform decision making,
- Policies/procedures
- Leadership

# CQI Process

**Exploration**

7. Develop an implementation plan
   - Critical steps for rolling out and scaling up the intervention
   - Serves as a roadmap and monitoring tool

Examples
   - Activities
   - Timeframes
   - Responsible parties
   - Communication strategies

# CQI Process

1. Develop or adapt intervention

2. Develop or adapt supports

3. Initial implementation and testing

4. Monitor and assess intervention

5. Plan for sustaining intervention

**Installation**

**Initial Implementation**

**Full Implementation**
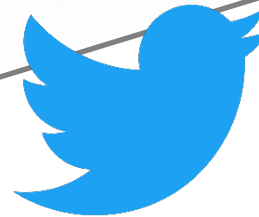
# Your turn

- Any questions?

- Anita.Barbee@Louisville.edu

- jhaight@chapinhall.org