



October 26th, 2022

Human Services Policy Advisors Institute

**Human Services Workforce
Recruitment & Retention**



Housekeeping Items

MEETING IS NOT FOR ATTRIBUTION

During this meeting we hope to generate a frank and open dialogue. For that reason, our discussion today is closed door and not for attribution.

CHAT IS OPEN

Please leverage the chat functionality to share materials, ask questions, provide feedback, etc.

CONTACT FOR TECHNICAL HELP

For technical issues, please chat or email Jess Kirchner – jkirchner@nga.org

INCLUDE STATE IN NAME

Please re-name yourself to include your name and state (John, DE)



Agenda

New & Emerging Issues

Virginia: Fairfax County

Open Discussion: Q&A

New & Emerging Issues

A group of people are gathered in a meeting room. A woman in a blue blazer is pointing to a whiteboard. The whiteboard has handwritten notes including 'MEETING TODAY', 'AGENDA', 'SUMMER VACATION', 'WEEKLY AGENDA', and 'BONUS'. There are also sticky notes on the board. The room has large windows in the background.

Small Group Discussion on Human Services Workforce Recruitment and Retention in your State



Breakout Room Questions

- Considering your state's current human services workforce, what challenges are you facing in recruitment and retention of human services workforce?
- What tools do you need in order to move forward in addressing these challenges?
- What's top of mind for you to address? Are there departments or programs where staffing needs are greatest? (example: high vacancy rates)?
- What stands out to you that you've seen other jurisdictions tackle?
- Humble Brags – Share an accomplishment your state has experienced in the field of human services workforce.





Today's topic:

Human Services Workforce Recruitment & Retention

Fairfax County, Virginia Department of Family Services

Recruitment and Retention Strategies to Build and Maintain a Robust Workforce

Alycia Blackwell, DFS Deputy Director, Programs and Services

Sandra Slappey Brown, Assistant CYF Division Director for Operations



FAIRFAX COUNTY DEPARTMENT OF
FAMILY SERVICES



Children, Youth and Families - FY 2022 Data

Prevention Services

- Parenting Education: **316 families served**
- Healthy Families Fairfax: **457 families served**
- Neighborhood Networks: **57 families served**

Child Protective Services

- Number of referrals screened: **7,662**
- Number of referrals assigned to CPS: **2,701**

In-Home Services

- Number of families served: **238 families served**

Foster Care

- Number of children in care at end of FY22: **141 children**
- Number of youth served in Fostering Futures at end of FY22: **37 youth**



The Challenge

- We are no different than most other jurisdictions across the nation
- The aftershocks of the COVID-19 pandemic have caused many to reevaluate their priorities, their passions, and their employment.
- Considerable vacancies in key parts of the agency
- Recruitment and retention activities are happening in each one of our divisions.
- Focused discussion is on our Children, Youth and Families Division

Effective Human Services Requires Humans

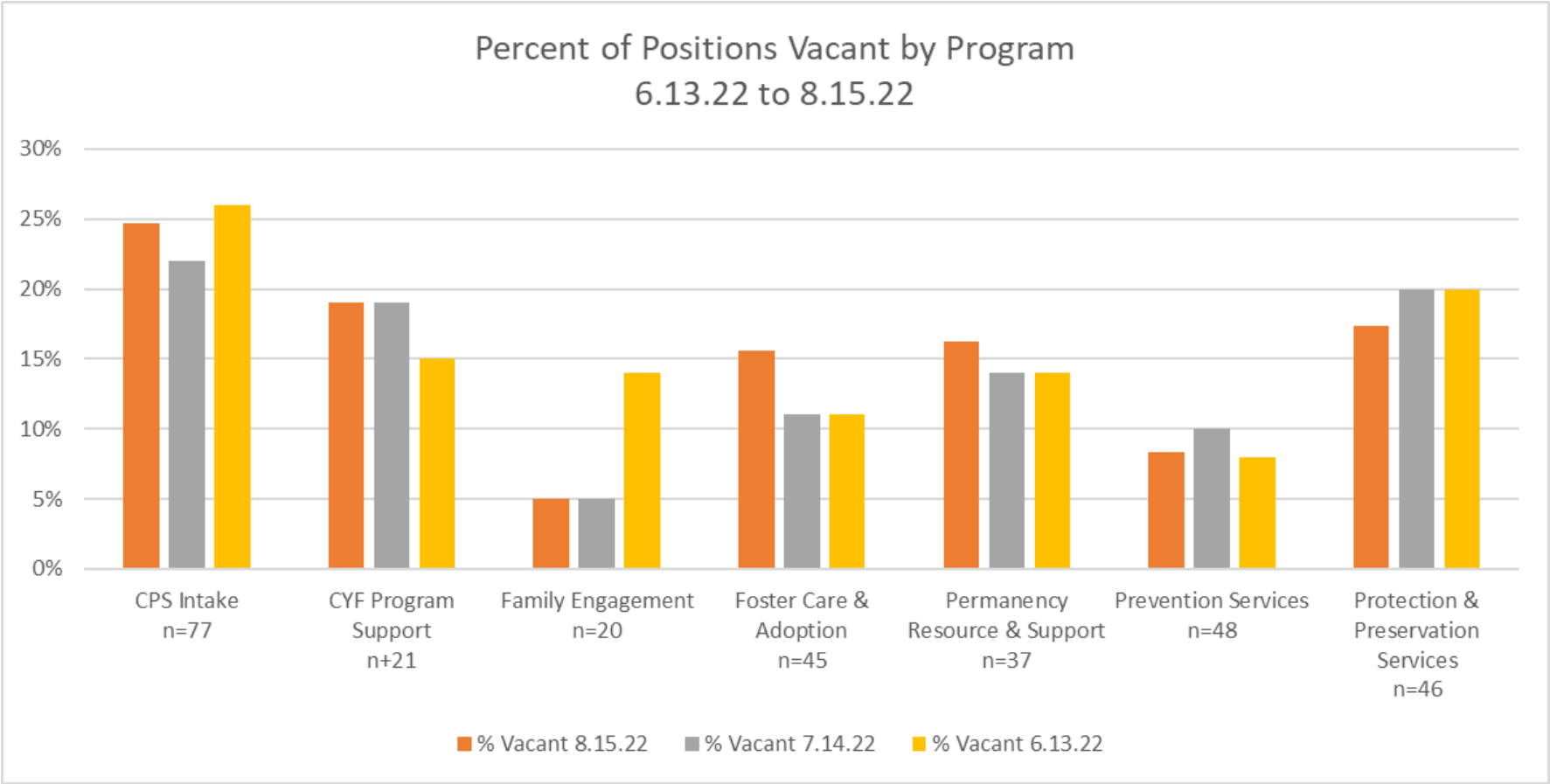
Goals:

- Reduce the vacancy rate across our Children, Youth, and Families Division (child welfare) and specifically within Child Protective Services in less than 12 months
 - Ensure we have adequate staffing to meet mandates and provide quality services that keep children safe, and families connected.
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- **Progress**
 - Prioritizing recruitment and retention efforts

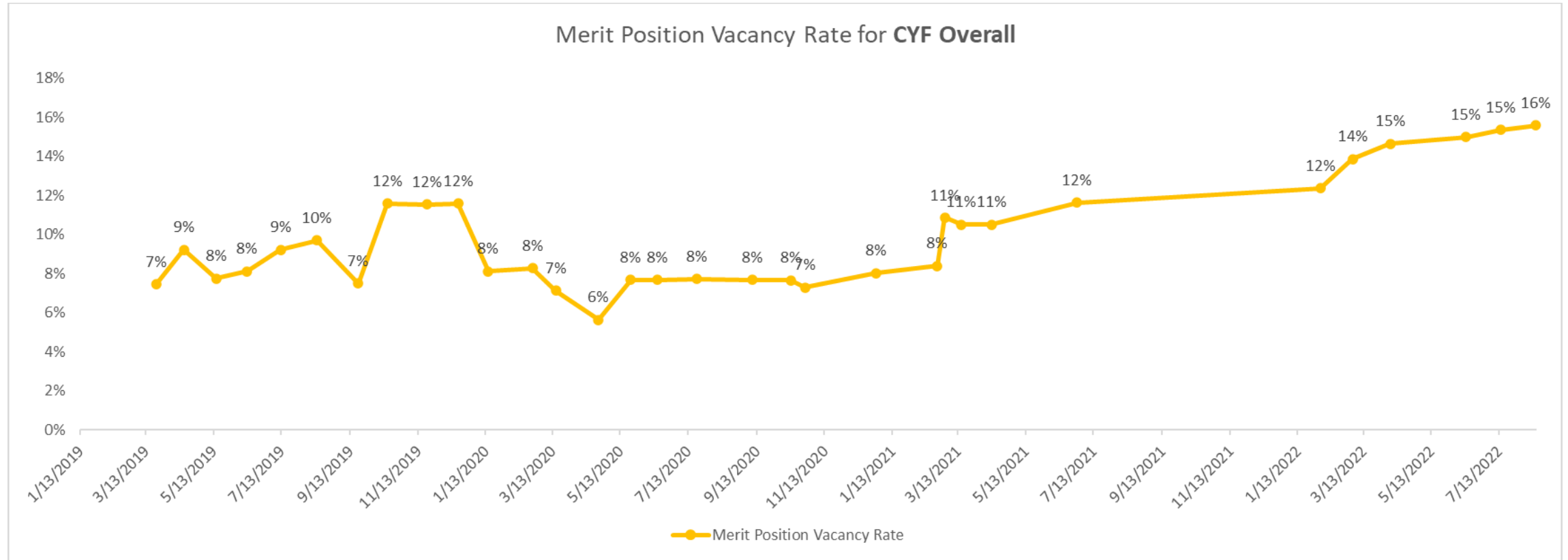


Fairfax County VA Dept. of Family Services

Point in Time Data: Vacancy Rates By Program



Fairfax County VA Dept of Family Services Point in Time Data: Vacancy Rates Over Time



Data Analysis

Successes

- Point In Time Monthly datasets are available

Challenges

- Manual processes for cleaning data
- Dependent on central HR to provide data/reports

Next Steps

- Partner with central HR to develop needed reports from enterprise recruitment and on-boarding system
- Continue to analyze monthly point-in-time data

Recruitment and Retention

Status:

- Some changes made in recruitment and selection practices; need to identify successful strategies and do this consistently
- ReSTOR CYF – Recruitment, Selection, Training, Onboarding and Retention new project brings focus, resources

Next Steps

- Examine our data and experience to identify successes and challenges in FFX
- Conduct research and benchmarking to identify strategies that fit our circumstances

Recruitment

Strategies we are likely to pursue include:

- Short term:
 - Make successful recruitment and selection strategies more consistent across our hiring managers
 - Benchmark salaries and recommend salary adjustments for new hires and current staff
 - Hire temporary Case Aides to support the work
- Long term:
 - Strengthen the pipeline – relationships with universities and internship program
 - Strengthen onboarding and professional development

Comprehensive Strategies to Support Recruitment & Retention



Emotional Wellbeing – DFS Partners with LiveWell

- DFS Wellness Webinar Series focused on employee wellbeing
- Promotes personal resilience, emotional health and adaptive leadership methods and tools
- Topics include:
 - Resilience in Challenging Times
 - Mental Health: You Can Make a Difference
 - Embracing Optimism
 - Creating a Positive Work Environment
 - Dealing with Difficult People
 - Stress in Customer Service Roles
 - Leading with Emotional Intelligence



Emotional Wellbeing – *DFS CARES Rooms* Compassionate and Reflective Employee Spaces

- Located in four sites throughout the county and designated for staff use only.
- Partnership between Human Resources, Finance, and Logistics.
- Room resources include journals, mindfulness, relaxation, or self-care books, or other mindfulness or reflective activities.
- Staff are invited to bring items such as headphones to listen to music, or a yoga mat.
- Small teams can also use the rooms to debrief from traumatic events together.



Emotional Wellbeing – Social Work System of Support

- Self-care groups for direct service practitioners and for supervisors
- Facilitated by trauma-focused clinician with a focus on trauma recovery and education
- Individual and group trauma sessions following traumatic events



Data has consistently shown a reduction in burnout and secondary trauma and an increase in compassion levels for most participants.

Professional Development – Clinical Supervision

- **Conducted survey to assess employee clinical supervision needs**
 - 85% of interested respondents indicated it was very important that clinical supervision be made available, and
 - 75% felt agency support for clinical supervision had a high impact on their decision in choosing an employer.
- **Addressed employee and agency needs by:**
 - Developing an agency LCSW clinical supervision policy
 - Dedicating a full-time LCSW clinical supervisor position
 - Sponsoring ongoing clinical training and development

*Agency-wide resource

Professional Development – Supervisors and Managers

FranklinCovey Training Partnership

- All-Access Pass subscriptions for “anyone supervising work of another”
- Expands supervisory mindsets and skillsets with:
 - Individual courses for professional and career development
 - Agency “Impact Journey” to foster management culture of employee engagement
- **Foundations of Coaching Skills for Supervisors and Managers**
 - Shows how to use coaching skills in supervision to strengthen teams
 - 5-part series includes live learning sessions, peer practice groups, and learning circles

Professional Development – Child Welfare Institute

- Partnership with the Butler Institute, Denver University, to redesign our Child Welfare Institute onboarding academy

CWI Goals:

- Ground new hires in our guiding principles and promote consistent practice
- Promote practitioner physical, psychological, and social well-being
- Support development of skills to confidently practice in alignment with Safe & Connected™ practice model



Physical Safety

Crisis Intervention Training (CIT)

- Teaches verbal de-escalation techniques, often used by law enforcement personnel
- Content has been modified to fit the needs of human services professionals and is people-focused
- Training is proven to avoid or reduce the likelihood of escalation to physical violence
- Reinforces practical behaviors to increase safety

Additional Supports

- Collaboration with local law enforcement partners for safety record checks on homes, prior to visits; and accompaniment when needed
- Reminders to supervisors to make social worker safety part of regular staffing discussions
- Ongoing partnership with our division of Domestic and Sexual Violence Services to address safety issues in DV cases for clients and staff

Policy and Resource Levers to Support Work-Life Balance

Human Resources

- Telework policy and Hybrid work environment
- Classification and Salary review

IT Tools and Resources

- MS Teams/meeting platforms, connectivity, devices, apps, assistance and support

Virtual Skills Training

- Meeting production
- Engagement methods
- Tools practice

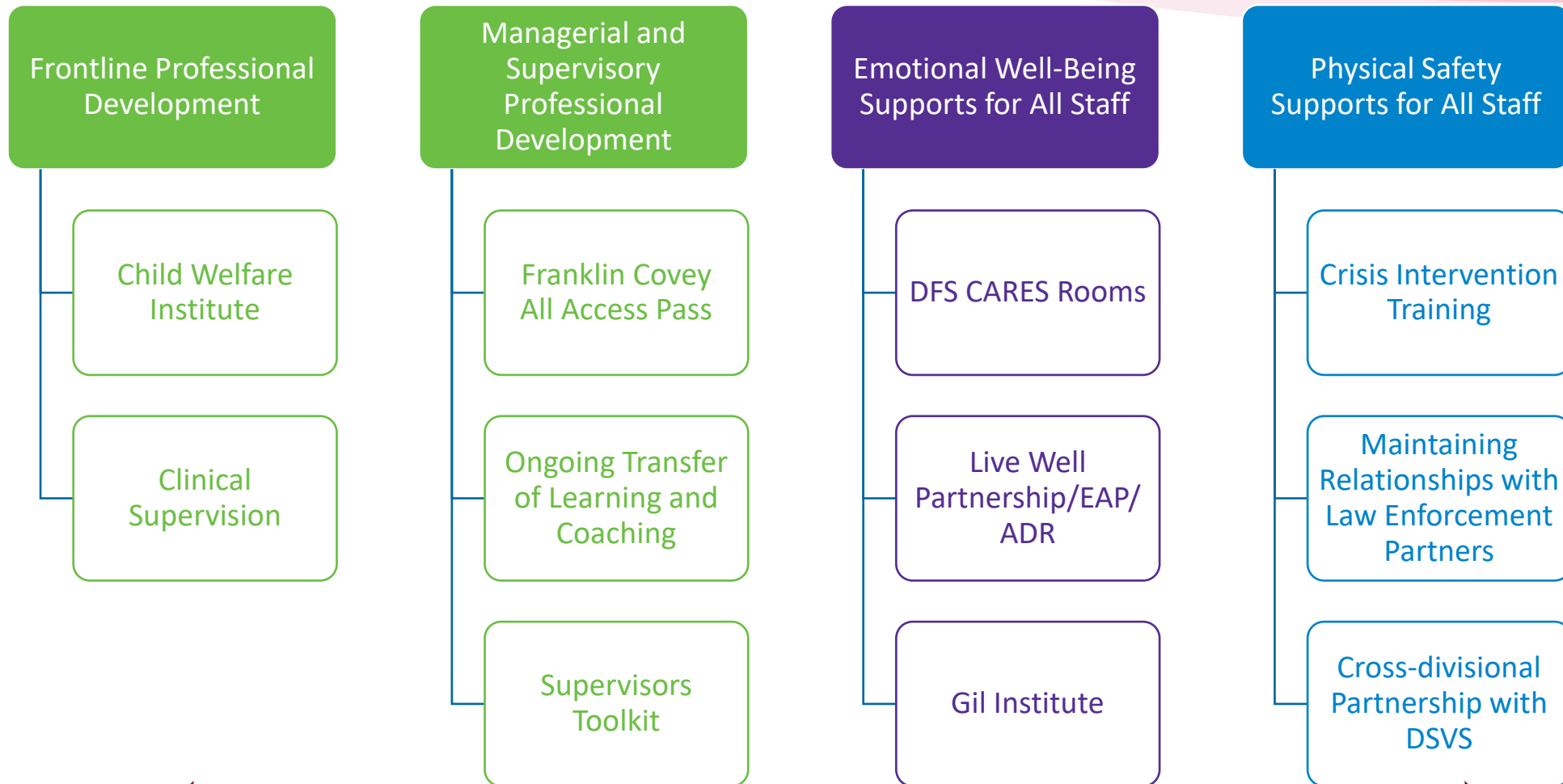
Virtual Supervision Toolkit

- Specialized materials developed to support supervisor/manager skills in a hybrid workplace

Employment Engagement Survey

- Annual employee engagement survey
- Engagement Scorecards inform targeted action plans
- Results evaluated annually to assess/adjust progress

Summary of Initiatives



Policy, HR, and Resource Levers to Support Wellness

QUESTIONS





**Open
Discussion:
Q&A**



Closing and Next Steps

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