

HUMAN SERVICES POLICY  
ADVISORS INSTITUTE

# Organizational Opportunities for Strengthening the Human Services Workforce

September 27<sup>th</sup>, 2023



NATIONAL  
**GOVERNORS**  
ASSOCIATION



# ZOOM 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.

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## CHAT IS OPEN AND ENCOURAGED

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

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## CONTACT EKAAN FOR TECHNICAL HELP

For technical issues, please chat or email Ekaan Ahmad – [eahmad@nga.org](mailto:eahmad@nga.org)

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## PLEASE INCLUDE STATE IN NAME

Please re-name yourself to include your name and state (John, DE) by clicking the three dots in the corner of your picture



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# AGENDA



**Welcome and Overview**



**State Peer Discussion**



**The Quality Improvement Center for Workforce Development**



**Oklahoma**



**State Q&A**



**Closing & NGA Updates**

# **Breakout Rooms: State Peer Discussion**

- **In what ways does your state experience a difference in how recruitment and retention are addressed within human services programs, compared to other sectors of state employees?"**
- **What strategies has your state considered or already employed to address these challenges?**
- **What approach is your human services agency taking to telework? What pros and cons are you seeing in the space?**

# The Quality Improvement Center for Workforce Development

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# Oklahoma

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**Deborah Shropshire**  
*Executive Director of  
Oklahoma Human  
Services*



The logo for Oklahoma Human Services is a stylized, abstract representation of the state of Oklahoma. It is composed of several large, overlapping geometric shapes in various colors: shades of blue at the top, green in the middle, and orange and brown at the bottom. The text "OKLAHOMA Human Services" is centered over the logo. "OKLAHOMA" is in a dark blue, sans-serif font, and "Human Services" is in a lighter blue, sans-serif font.

OKLAHOMA  
Human Services

# Competency-Based Hiring

Deb Shropshire, M.D., M.H.A.



# QIC-WD Project – Child Welfare Services

- Development of a consistent hiring process
- Competency-based – “what do you need to bring” vs. “what will we teach you”
  - Typing
  - Writing
  - Standardized interview questions looking for characteristics that align with Child Welfare work
  - Scoring rubric



# QIC-WD Project – Child Welfare Services

- Challenges
  - Increased length of time for interview process
  - COVID – need to change to a virtual protocol
  - “crossover” between counties that utilized the process and those that didn’t during the study period
- Outcome – 1.5x retention rate for those hired under the competency-based protocol

# Other CWS Hiring/Retention Strategies

- Recruitment incentives – “bring back your friends”
- Graduated workload
- SAFE teams
- Flexible work
- Real Estate Modernization
- Overtime/on call pay (previously only available as comp time)
- Supervisor framework
- Good Monday Morning emails, listening sessions, problem-solving (no matter how small), and frankly just being a decent leader



# Questions?

[Deborah.Shropshire@okdhs.org](mailto:Deborah.Shropshire@okdhs.org)

[Kevin.Haddock@okdhs.org](mailto:Kevin.Haddock@okdhs.org) (QIC-WD Executive Leader for Oklahoma)



# State Q&A

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MONDAY



# Closing and NGA Updates



# The Children and Families Team



**Jordan Hynes**  
Program Director



**Jess Kirchner**  
Policy Analyst



**Ekaan Ahmad**  
Policy Coordinator

