



2018 State Roundtable Report Caseworker Retention



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Dear Members of the State Roundtable,

In 2017 you approved all nine recommendations from the Caseworker Retention Workgroup. Our Workgroup distributed the stay interview data analysis, the guide “Reducing Caseworker Stress in the Courtroom”, and the recommended targeted solutions for reducing turnover.

Our Workgroup members met in person throughout the year, focusing on the following issues: the development of strategies to enhance the public knowledge and respect for the profession of child welfare casework; evidence based strategies and promising practices aimed at reducing caseworker turnover; and the assessment of documentation requirements and strategies to streamline documentation.

Our Workgroup is grateful to the State Roundtable for the ability to continue our efforts to improve child welfare in Pennsylvania through improving the recruitment and retention of dedicated, well-trained child welfare caseworkers. As co-chairs, we are so appreciative of the dedication and insights of those who serve on this Workgroup. We remain excited and confident that our work will have an impact across the state. We are proud to have participated in the presentation of the Proclamation for Child Welfare Caseworker Appreciation Week, and we look forward to a state-wide observance in June.

We would also like to acknowledge our gratitude for the tireless efforts of Christy Stanek and the Office of Children and Families in the Courts for all the support throughout the year. The organization, motivation, and experience provided by Christy remains invaluable to this group.

Thank you again for your continued confidence in our Workgroup.

Sincerely,

Linda R. Cordaro, Co-Chair

Shara Saveikis, Co-chair

Background

In May 2015, following concerns raised throughout all Leadership Roundtables, the State Roundtable convened the Caseworker Retention Workgroup to examine its impact on the dependency system. An impressive 38 professionals representing dependency court, child welfare, county and state entities were convened.

2016 State Roundtable

Over the course of the first year, the Workgroup examined the following:

- I. Statewide and National Perspectives
- II. Impact to Pennsylvania's Dependency System
- III. Statewide efforts aimed at reducing turnover

Statewide studies, through the University of Pittsburgh, have shown key factors such as job satisfaction, emotional exhaustion and personal accomplishment impacting retention. National studies revealed that less than 1/3 of child welfare staff have a formal social work education, but that those with social work education were less likely to leave their employment. While average caseload sizes statewide and nationally can be between 24-30, the Child Welfare League of America recommends 12-15 cases per caseworker. Furthermore, another study showed that 80% of casework time is spent in court, arranging for services and supports, searching for relatives, completing paperwork, meeting with supervisors and planning transportation. Finally, both statewide and national studies showed that organizational and personal factors impact retention.

Initially thought to be an issue primarily affecting child welfare, the Workgroup soon learned that caseworker retention affects multiple partners throughout the state. The Workgroup members spent several months divided into professional groupings (i.e. court, agency, county and state) to discuss/examine how their respective professions were impacted by caseworker retention. Information, from those discussions, was provided to the 2016 State Roundtable.

While many counties are making individual efforts to retain staff by doing things such as caseworker appreciation days, reducing caseloads, enhancing supervisory skills, offering flexible schedules, using interns and offering "quiet-time" for caseworkers to complete paperwork, the Workgroup examined two specific strategies during the first year:

- Stay Interviews: Tioga County
- Onboarding: Chester County

Stay Interviews are given to current caseworkers to find out reasons they are "staying." The Workgroup revised the Tioga Stay Interview tool to gather additional information and administered the survey throughout Pennsylvania. A blank copy of the Stay Interview Survey

can be found at the end of the 2016 State Roundtable Report. We received 1,359 responses. Due to the high volume of responses, the Workgroup needed additional time to analyze the results. The findings will be shared in the next section of this report, “update to the 2016 State Roundtable report.”

Next is a very unique approach to staff retention through a process called “Onboarding.” This approach is being used in Chester County. It is not about cases, it is not about supervision, but rather helping a new caseworker adjust to the agency. Since its implementation, Chester County has experienced a 95% retention rate. Prior to Onboarding, the retention rate was 75%. Additional information about onboarding can be found in the 2016 State Roundtable report.

The following recommendations were approved at the 2016 State Roundtable:

1. Develop strategies to enhance knowledge, understanding and respect for the profession of child welfare caseworker;
2. Calculate cost associated with Pennsylvania Caseworker turnover;
3. Identify specific evidence based strategies as well as promising practices aimed at reducing caseworker turnover and provide a list of such to the 2017 State Roundtable;
4. Participate, as requested by the Department of Human Services and Pennsylvania Children and Youth Administrator’s Association, on the analysis of data to determine an appropriate caseload size and present recommendations to the 2017 State Roundtable;
5. Collaborate with the University of Pittsburgh in analyzing quantitative and qualitative data from the Stay Interview and present outcomes to the 2017 State Roundtable
6. Collaborate with the Trauma Workgroup to develop strategies around reducing courtroom stress experienced by caseworkers;
7. Assess documentation requirements to develop reduction strategies and recommendations to eliminate unnecessary duplication of documentation;
8. Provide information and findings from the Workgroup, if given the opportunity to key stakeholders;
9. Collaborate with the Child Welfare Resource Center to develop supervisory trainings specific to the findings of the Workgroup; and
10. Request Caseworker Retention be a priority topic at the 2017 Children’s Summit.

2017 State Roundtable

The Workgroup had many accomplishments to present to the 2017 State Roundtable, including the quantitative and qualitative data analysis of the previous year’s Stay Interview, calculated cost analysis of caseworker turnover, and presentations to key stakeholders, to name a few. Specific accomplishments can be seen below, under their corresponding 2017 State Roundtable charge.

Strategies to enhance knowledge, understanding and respect for the profession of child welfare caseworker Develop

The Workgroup identified current year and potential efforts to bring more awareness and respect to the Child Welfare Casework position, which include the following:

- ❖ Family Support Alliance Blue Ribbon Recognition Award, to recognize outstanding Caseworkers, April 5, 2017
- ❖ Pennsylvania Children and Youth Administrators Association (PCYA) initiated a House Resolution for a “Child Welfare Caseworker Appreciation Day in Pennsylvania,” June 1, 2017
- ❖ Pam Cousins “Champion for Children” Award press release, which acknowledges individual success stories, June 29, 2017

Calculate cost associated with Pennsylvania Caseworker turnover

The Workgroup spent the large part of 2017 working on ways to calculate a cost associated with Caseworker turnover. Through these efforts, the Workgroup learned that there are many direct and non-direct costs that are associated with this calculation. The workgroup felt it most accurate to calculate current direct costs gathered by counties. As such, the following calculations were gathered:

Calculation	Comment/Example
Pre-employment screening	Cost of staff collecting, screening and arranging for interviews
Interview panel time	Cost of staff interviewing, including benefits
Screening applicants	Cost of staff screening applications
Reference checks	Cost of staff time doing reference checks
Training	Travel, meals, overnight, etc
Salary being paid before a caseworker can be assigned a case	When can a caseworker receive a case, how long are they receiving a salary without it benefiting the workforce by taking cases

Recognizing that 67 counties have 67 different ways of tracking and calculating turnover, the Workgroup decided to look at a few example counties in each Leadership Roundtable, during Fiscal Year 2015-2016. In order to ensure accuracy, each of the identified counties was contacted directly. The cost of turnover varies by county for a variety of reasons including:

- Salary differences
- Geographical distance to training sites (some may require a day trip or hotel cost for overnight)
- Agency policies regarding when a new caseworker receives their first case
- Level of personnel conducting hiring process (i.e. an administrator interviewing will result in a higher turnover cost)

The results of the cost analysis is outlined in the chart below:

County	LRT	2015-2016 Starting Salary	2015-2016 Lost investment with turnover of one caseworker	2015-2016 Number of caseworkers who left the agency	2015-2016 Total Turnover Cost for 2015-2016
Bucks	1	\$44,791.00	33,760.98	12	405,132.00
Westmoreland	2	\$38,863.50	\$10,469.22	7	\$73,284.54
Northampton	3	\$39,466.00	\$14,944.40	19	\$283,943.60
Erie	4	\$33,910.00	\$14,734.77	9	\$132,612.93
Lycoming	5/6	\$36,296.00	\$18,568.26	2	\$37,136.52
Greene	7	\$34,216.00	\$7,323.86	15	109,857.90
Tioga	8	\$30,160.00	\$6,513.57	12	\$78,162.79

Following the completion of this analysis, the charge to calculate the cost of turnover was completed.

Identify specific evidence based strategies as well as promising practices aimed at reducing caseworker turnover and provide a list of such to the 2017 State Roundtable

The University of Pittsburgh and Child Welfare Resource Center, led a subcommittee to examine this charge more closely. The subcommittee provided two main recommendations, as a result of their work:

1. Develop and implement a plan to gather additional state and local data
2. Utilization of “The Turnover Toolkit: A Guide to Understanding and Reducing Employee Turnover,” including targeted solutions for reducing turnover.

The subcommittee provided a report on their work to the 2017 State Roundtable, which can be found in detail, at the end of the 2017 State Roundtable report.

Participate, as requested by the Department of Human Services and Pennsylvania Children and Youth Administrator's Association, on the analysis of data to determine an appropriate caseload size and present recommendations to the 2017 State Roundtable

Pennsylvania Children and Youth Administrator's Association (PCYA) began partnering with Penn State University in 2016 to conduct a statewide study and recommend an appropriate and manageable caseload size for county caseworkers. On November 14, 2016, a representative from Penn State attended a Caseworker Retention Workgroup meeting to share information on the caseload size study and solicit feedback from the Workgroup. At this time, there is nothing further for the Workgroup to contribute to this charge.

Collaborate with the University of Pittsburgh in analyzing quantitative and qualitative data from the Stay Interview and present outcomes to the 2017 State Roundtable

The University of Pittsburgh, led by Dr. Helen Cahalane, Mike Byers and their team, worked throughout the past year analyzing both quantitative and qualitative data from the 1359 responses from the Stay Interview administered last year. Information obtained from this analysis will better inform counties of why caseworkers stay and what causes them to want to leave their jobs. Summary findings from the analysis included the following:

- ❖ The years of experience was well rounded by those who took the survey
- ❖ The majority of the responses were from caseworkers; however, there were a few supervisors who responded. Those were pulled out in the analysis to show the difference in responses.
- ❖ There is a difference in what was important to retaining staff in the first few years of employment versus 5 years and beyond
- ❖ The ability to make an impact on the lives of children and families, direct supervisor, colleagues and flexibility were all listed as important factors to retaining caseworkers
- ❖ Stress, feeling overwhelmed, excessive paperwork, lack of supervisory support and salary were all factors listed that cause caseworkers to want to leave
- ❖ Testifying, cross examination and preparation were listed as the most stressful contributing factors for court
- ❖ Caseworkers noted their direct supervisor to be either important or extremely important to whether they stay at their job

The University of Pittsburgh's Executive Summary and Stay Interview analysis summary can be found at the end of the 2017 State Roundtable report.

Collaborate with the Trauma Workgroup to develop strategies around reducing courtroom stress experienced by caseworkers

One such charge that needed guidance was understanding the courtroom stress experienced by caseworkers. As such, two caseworkers were added to the Workgroup to guide this charge. The Workgroup felt it was important to address this issue since it was listed as a contributing factor to retention on the Stay Interview analysis summary. There were three recurring themes as we explored this issue:

1. The need to understand the differing language and methods of training between the legal and child welfare professions
2. Caseworkers need more time to prepare and be prepared for hearings
3. Judges/Hearing Officers model expectations and professionalism in the courtroom

It was determined that a professional guide would best support stress reduction strategies. The guide was created for Judges, Juvenile Court Hearing Officers and Attorneys to be aware of how they can contribute to a less stressful courtroom experience for caseworkers. Once created, the guide was sent to the Trauma Workgroup for feedback. The feedback was then incorporated into a final guide, titled “Reducing Caseworker Stress in the Courtroom,” which can be found at the end of the 2017 State Roundtable report.

In addition, Pennsylvania Children and Youth Administrators initiated a series of module trainings for solicitors. The Workgroup requested that one of the modules focus on preparing the caseworker. This request has been incorporated into module 7 of the trainings series and titled “Having an agency for a client: What Works, What Doesn't, Pitfalls and Ethical Issues for Child Welfare.” The solicitor plays a critical role in reducing courtroom stress for caseworkers.

Assess documentation requirements to develop reduction strategies and recommendations to eliminate unnecessary duplication of documentation

A small subcommittee formed early in the year to examine the paperwork requirements of two different size counties. Due to the considerable time that it took to do the paperwork reviews in each of these two counties, the Workgroup recommended additional time to further explore this charge and will be a priority for the 2018 State Roundtable report.

Provide information and findings from the Workgroup, if given the opportunity to key stakeholders

On March 27, 2017, members of the Workgroup were honored to present the impact of Caseworker Retention at the County Commissioners Association of Pennsylvania (CCAP) spring conference at the Hilton Harrisburg. Presentations were provided at both the plenary session and a breakout session. For the plenary session, faculty included the following:

Honorable Max Baer, *Pennsylvania Supreme Court Justice*

Honorable Linda R. Cordaro, *Court of Common Pleas of Fayette County*

Cathy A. Utz, *Deputy Secretary, Office of Children, Youth and Families, Department of Human Services*

The purpose of the plenary session was to set the tone as to why Caseworker Retention was an important topic to the court and how it impacts counties. To demonstrate the fiscal impact to counties, cost calculation of turnover was provided from four counties. Our plenary intent was successful. For the breakout session we had over 60 attendees and quickly became standing room only. We were told that it was the largest breakout session held at a CCAP conference. Faculty for the breakout session included the following:

Honorable Max Baer, *Pennsylvania Supreme Court Justice*

Honorable Linda R. Cordaro, *Court of Common Pleas of Fayette County*

Cathy A. Utz, *Deputy Secretary, Office of Children, Youth and Families, Department of Human Services*

Diane Ellis Marseglia, *Commissioner, Bucks County*

Shara B. Saveikis, *Administrator, Westmoreland County Children's Bureau*

Collaborate with the Child Welfare Resource Center to develop supervisory trainings specific to the findings of the Workgroup

The Workgroup decided that it would like to complete a few remaining charges, in order to incorporate the work into a new curriculum, prior to the development of a supervisory training. As such, this charge was continued as a recommendation in the 2017 State Roundtable report.

Request Caseworker Retention be a priority topic at the 2017 Children's Summit

Caseworker Retention was selected as a priority topic for the 2017 Children's Summit. Workgroup co-chairs, Honorable Linda R. Cordaro, Court of Common Pleas of Fayette County and Shara B. Saveikis, Administrator of Westmoreland County Children's Bureau, provided an opening presentation on the impact of Caseworker Retention to the dependency system. Next, Christy Stanek, Judicial Analyst with Office of Children and Families in the Courts moderated a panel of professionals sharing how they and their clients

have been impacted by caseworker turnover, along with some ways they have overcome this obstacle. The panel consisted of the following faculty:

Catherine Volponi, *Esquire, Parent Attorney Director, Allegheny County Bar Foundation*

Kerith Strano Taylor, *Esquire, Guardian ad Litem, Jefferson County*

John P. Pietrovito, *Esquire, Solicitor, Lycoming County*

Shiloh Hagerty, *Caseworker, Cumberland County Children and Youth*

Finally, Shara Saveikis concluded with a presentation on the findings from the Stay Interview. A complete power point of the presentation can be found at the end of the 2017 State Roundtable Report.

The following recommendations were approved by the 2017 State Roundtable:

The Workgroup respectfully submits to the Pennsylvania State Roundtable the following recommendations:

1. Approve the distribution of the Stay Interview data analysis;
2. Approve the distribution of the guide to reducing caseworker stress in the courtroom;
3. Approve the distribution of recommended targeted solutions for reducing turnover;
4. Continue to develop strategies to enhance knowledge, understanding and respect for the profession of child welfare caseworker;
5. Continue to assess evidence based strategies and promising practices aimed at reducing caseworker turnover;
6. Develop and implement a plan to gather additional statewide and local data to better collect and assess Pennsylvania's turnover and vacancy rate;
7. Collaborate with key stakeholders, including Department of Human Services and Pennsylvania Children and Youth Administrators Association to assess documentation requirements and streamline documentation at both the state and local level; and
8. Continue to collaborate with the Child Welfare Resource Center to refine and enhance supervisory trainings specific to the findings of the Workgroup.

Progress since 2017 State Roundtable

The first three recommendations from the 2017 State Roundtable Report, distribution of the Stay Interview, Guide to Reducing Caseworker Stress in the Courtroom and Targeted Solutions for Reducing Turnover, occurred through the Office of Children and Families in the Courts website, email distribution and educational sessions. The Workgroup met monthly throughout the fall, winter and early spring to address the remaining charges. Progress is outlined under each recommendation throughout the remainder of this report.

Continue to develop strategies to enhance the knowledge, understanding and respect for the profession of child welfare caseworker

Over the past year, in collaboration with the Juvenile Court Judges' Commission and the Pennsylvania Children and Youth Administrators Association, the Workgroup assisted in the creation of two proclamations. The first declaring the week of June 4 – 8, 2018 "Child Welfare Professional Appreciation Week." The second declaring the week of June 11-15 "Child Welfare Service Providers Appreciation Week." The proclamations were signed by Pennsylvania Governor, Tom Wolf, on January 18, 2018. The proclamations were then provided to all counties with the recommendation to consider a special recognition of their child welfare professionals. The Pennsylvania Children and Youth Administrators Association will continue to request the proclamations each year for the first and second week of June as appreciation week for child welfare professionals. A copy of the signed proclamations can be found in your 2018 State Roundtable packet and on the Office of Children and Families in the Courts website.

Next, the Workgroup joined efforts with Angela Sager, Office of Children and Families in the Courts, Judicial Analyst and the Administrative Office of Pennsylvania Courts (AOPC) Communications Department staff to develop a media outreach approach to sharing the message about county and state efforts that are making a positive impact on the lives of children and families. Information specific to the media outreach approach, including the recommended monthly statewide messages, can be found in a supplemental report, "Pennsylvania's Child Dependency System: Monthly Messages."

The Workgroup believes this charge has been completed.

Continue to assess evidence based strategies and promising practices aimed at reducing caseworker turnover

Below is a summary of the strategies/promising practices the Workgroup's subcommittee has identified over the past year. These resources can be used locally to support jurisdiction-specific efforts to improve recruitment and retention. County efforts can be supported by Pennsylvania's network of technical assistance providers, as needed. In addition, the Pennsylvania Child Welfare Resource Center will be reviewing these resources for incorporation into products and services, as appropriate.

Based upon the Workgroup's previous Stay Interview survey and national research, the Workgroup focused its resource identification efforts in three areas including, supervisory/management/leadership development; recruitment and retention of qualified staff; and workplace culture support. To this end, the following resources were identified:

- Staying Power! Selection Toolkit - This monograph contains resources and materials that are intended to help child welfare supervisors and managers select qualified and committed child welfare workers.

<http://www.pacwrc.pitt.edu/CWRetention/staying%20power%20toolkit.pdf>

- National Child Welfare Institute (NCWWI) Leadership academy for supervisors - The Leadership Academy for Supervisors (LAS) is a free web-based leadership training for experienced child welfare supervisors. The core curriculum consists of six online modules each based on the NCWWI Leadership Model. The LAS provides 21 hours of self-directed online learning, with two tracks to enhance learning transfer: a personal learning plan to develop leadership skills and a change initiative project to contribute to a systems change within the agency. All supervisors are welcome to complete the online LAS on their own time and at their own pace.

When implemented as an agency initiative, most agencies also provide face-to-face or webinar discussion (Leadership Academy for Supervisors Learning Network or LASLN) after each module, where participants can network with facilitators and other learners to discuss and reinforce what has been covered in the previous module. This added support is not available in the individual self-directed program.

<http://ncwwi.org/index.php/teams-services/leadership-academy-for-supervisors>

- Coaching toolkit (UC Davis) - The *Coaching Toolkit for Child Welfare Practice* is designed to help guide the development and implementation of formal, professional coaching within the child welfare context.

<http://www.pacwrc.pitt.edu/CWRetention/The%20Coaching%20Toolkit%20for%20Child%20Welfare%20Practice.pdf>

- California Evidence-Based Clearinghouse for Child Welfare (CEBC) – Child Welfare Workforce Development and Support Programs are defined by the CEBC as programs, interventions, and practices that assist with the recruitment, selection, development, and support of a diverse, skilled, and effective child welfare workforce to improve staff practice and retention.

Programs may address the recruitment, selection, and hiring of new child welfare staff and/or the education, training, supervision, support, retention and leadership development of new and ongoing child welfare staff. Programs may also address methods for assessing and improving the workplace environment to make it more supportive of effective child welfare practice. In addition, programs may involve components and elements designed to: 1) mitigate and reduce work-related stress and trauma, 2) improve worker satisfaction, and 3) increase staff retention.

<http://www.cebc4cw.org/topic/child-welfare-workforce-development-and-support-programs/>

The Workgroup believes this charge is completed.
Develop and implement a plan to gather additional statewide and local data to better collect and assess Pennsylvania's turnover and vacancy rate

Over the past year, the workgroup had extensive discussion on how to gather county and statewide data regarding staff turnover and vacancies.

As a result of these discussions, there were several conference calls held. On January 11, 2018, a subgroup of Workgroup members including Cathy Utz, Deputy Secretary of the PA Office of Children, Youth and Families; Gloria Gilligan, Bureau Director of Budget and Support; Brian Bornman, PCYA Executive Director; Mike Byers, Child Welfare Resource Center Director; Shara Saveikis, Workgroup Co-chair; and Christy Stanek, Judicial Analyst, convened to analyze ways we are currently gathering staff retention data and develop solutions on how the information could be consistently gathered and obtained. The subgroup identified three methods currently used. First, the Staff Personnel Compliment worksheet submitted through the Needs Based Plan and Budget (NBPB); secondly, the PA Human Resources, form PW1171; and third, through the Child Welfare Resource Center's (CWRC) data on both the Child Welfare Education Baccalaureates (CWEB) undergraduate program and the Child Welfare Education Leadership (CWEL) graduate program. Although the NBPB already obtained information on all staff from each county, this information was submitted differently by each county, which prevented the ability to easily access and run statewide data reports. Additionally, the data did not include the reasons caseworkers left the agency. Likewise, while the CWRC annual survey for CWEB and CWEL students captured detailed information, it was only administered to the casework staff having participated in those educational programs.

At the January Pennsylvania Children and Youth Administrators (PCYA) session, staff retention data collection was discussed with the board and general membership to hear their ideas on how to proceed with collecting data on caseworker retention. The PCYA membership had consensus on the value of having this data countywide and statewide. There was discussion regarding who should collect the data would be collected (i.e Department of Human Services, Child Welfare Resource Center, PCYA). PCYA members were concerned that data would not be easily accessible to each county, if they would need to request another entity to run the reports. Therefore, the preference was to gather the data through PCYA.

After further discussion with the Office of Children, Youth and Families on their willingness and ability to create a spreadsheet to gather the data through the NBPB and make it easily accessible to the counties, the subgroup decided to incorporate data elements captured in the CWRC survey, along with additional data points, and developed a draft data collection document. This document was finalized on February, 21, 2018 via a conference call of the sub-committee. Deputy Secretary Utz, Gloria Gilligan, Brian Bornman, and Shara Saveikis participated in this call. The draft document was tested with

a few counties in order to assure they understood what information was being asked, and in order to assess their ability to obtain it. The county test results were presented to the PCYA membership at their March conference.

While the Workgroup has completed the charge of implementing a plan to gather additional statewide and local turnover and vacancy data, it is recommending to assess the success of the data collection plan over the next year.

Collaborate with key stakeholders, including Department of Human Services and Pennsylvania Children and Youth Administrators Association to assess documentation requirements and streamline documentation at both the state and local level

There have been two collaborative efforts this year related to this charge. First, a multi-county analysis led by the Department of Human Services, Office of Children, Youth and Families (OCYF), Deputy Secretary Cathy Utz. This 13 county analysis consists of OCYF representatives doing on-site county visits, at which time they meet with caseworkers and other child welfare staff, to learn about the main drivers of documentation and challenges currently experienced by child welfare staff. Site visits include discussions on both paperwork documentation and data based system documentation. While 13 county visits are scheduled, completion of this effort is still underway and will continue into the summer. Once completed, information will be shared with the Workgroup.

Secondly, a small subgroup was pulled together to discuss specific documentation required during state licensing reviews. Understanding what documentation is required by the state allows child welfare staff to better assess unnecessary documentation they could combine or eliminate. PCYA Executive Director and PCYA Board President, both members of the subgroup, requested a meeting with the OCYF Deputy Secretary, Bureau Director and all state Regional Directors, which occurred on March 15, 2018, to review the current child welfare licensing tool and begin discussions on documentation reduction and consistency among and within regions. A second meeting occurred on May 7, 2018. This subgroup is making progress on identifying specifically required documents; however, additional time is needed to finalize this task.

The Workgroup has not completed this charge and is asking the 2018 State Roundtable to continue this recommendation into the next year.

Continue to collaborate with the Child Welfare Resource Center to refine and enhance supervisory trainings specific to the findings of the Workgroup

Prior to recommending enhancements to supervisory training, it is important to exhaust all relevant Workgroup charges that may impact the recommendations. Therefore, the Workgroup is requesting this charge continue as a recommendation into the next year.

2018 State Roundtable Recommendations

1. Collaborate with key stakeholders, including Department of Human Services and Pennsylvania Children and Youth Administrators Association to continue assessing documentation requirements and streamline documentation at both the state and local level;
2. Continue to collaborate with the Child Welfare Resource Center to refine and enhance supervisory trainings specific to the findings of the Workgroup;
3. Assess the success of statewide turnover and vacancy rate data collection;
4. Approval and distribution of the Pennsylvania Dependency System: Monthly Media Messaging Guide, including accompanying tools; and
5. Provide an update regarding the Pennsylvania Dependency System: Monthly Messaging strategy, to the 2019 State Roundtable.