Western Regional Recruitment & Retention Project

Annotated Bibliography

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Article Citation

Adams, L. & Totten, H. (2004). Texas library salary survey: Executive summary. *Texas Library Journal, 80*(2).

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

The authors describe the process and results of a comprehensive salary survey of employees of public and academic libraries in Texas, which was based partially on the California Library Salary Survey. The article details the steps taken in the study, including: establishing a Salary Compensation Task Force; training task force members to collect and analyze data; distributing the survey to all public and academic libraries (include questions asked); analyzing the data; reorganizing job categories and titles, and assigning comparable value to each and listing 10 compensable factors included in the review; and reporting trends in the data collected.

Other Comments

Although this article describes a salary review done in a library system, most of the process is easily transferable to child welfare settings and could provide a useful blueprint for agencies and/or larger systems.

Article Citation

Ahluwalia, U., Burgess, T., & Adams, C. G. (2001). *Competitive strategies in public child welfare: Attracting and keeping our best workers.* Paper presented at the 2001 Finding Better Ways Conference, Child Welfare League of America.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

A summary of a presentation made at the CWLA's 2001 Finding Better Ways conference, this short article discusses Maryland's Department of Human Resources' efforts to recruit and retain highly qualified workers for the social services department. The authors first stress the importance of several key partners and their involvement and commitment to the project. The next step was to identify the problems of recruitment and retention of qualified workers. Initial steps were taken to address these issues, by reducing reliance on contractual workers, enhancing training, improving caseload ratios, and developing effective recruitment, retention, and marketing strategies.

Many improvements have been made in these areas, however the authors stress that there are significant challenges that must be addressed in order to create a fully effective and efficient recruitment and retention program. Some suggestions include enhancing university partnerships, implementation of "Quick Hire" processes, and developing a personnel assessment of non-caseload-carrying staff.

Other Comments

This is a brief overview of a successful initiative; this could lead to follow-up research on how the program is currently performing.

Article Citation

Alwon, F., & Reitz, A. (2000). Empty chairs: As a national workforce shortage strikes child welfare, CWLA responds. *Children's Voice, 9*(6), 35-37.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

In 2000, the Child Welfare League of America developed a National Advisory Committee on the Workforce Crisis in Child Welfare. A subcommittee on recruitment and retention was later formed, and this article reports on the subcommittee's research on best practices in these two areas.

The subcommittee's initial emphasis was on retention, with the belief that "no amount of recruitment success will solve the field's workforce issues if agencies can't retain the workers they hire." Therefore, the subcommittee's review of the literature have found five themes that are critical factors in retention: 1) Employees are connected and powerfully committed to the unifying mission of the organization; 2) open and honest communication takes place among all levels of the organization; 3) at all levels, the organization emphasizes relationships, partnerships, and teamwork; 4) the agency places strong emphasis on learning, innovation, and development at both the individual and organizational levels; and 5) the organization frees employees to make decisions and take action without numbing levels of policy, procedure, and bureaucracy.

Other Comments

This is a very brief article on the subcommittee's suggestions to improve retention of workers. While it is relevant, and makes important points, its brevity does not make it very useful for the purposes of this project.

Article Citation

Alwon, F., & Reitz, A. (2000). *The workforce crisis in child welfare.* Washington, D.C.: Child Welfare League of America.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
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	Solutions
	Policy

Article Summary

This booklet briefly discusses the major issues of the workforce crisis facing child welfare workers today. The authors focus on five areas. Education of workers is critical, the authors emphasize, but while there is no shortage of colleges of social work, almost none provide training that specifically target workers who deliver direct services. Recruiting workers needs to be simplified and streamlined, and agencies must be proactive about the high turnover that most experience. Raising worker morale by improving workplace environment is another critical step; issues of safety, quality supervision, workload, and an environment where workers are valued are all important factors. Training and professional development are other areas that can greatly increase worker performance, job satisfaction, and retention. Finally, compensation (which includes salary, benefits, flexibility, and supplies such as laptops and cell phones) is another issue that elicits strong emotion and feedback from workers. The authors point out that while increased salaries across the board may not be realistic, agencies must think of other creative ways to compensate workers.

Other Comments

While this is a brief overview of the major challenges of the child welfare workforce, it is a very good introduction of the issues. There are brief discussions about promising practices for each of the five critical areas as well.

Article Citation

American Federation of State, County and Municipal Employees. (1998). *Double jeopardy: Caseworkers at risk helping at-risk kids: A report on the working condition facing child welfare workers.* Washington, DC: Author.

Categories

	Focuses mainly on:
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Article Summary

These findings deal with factors that make it hard to work in child welfare. These factors were violence in the workplace due to the need to be in rough neighborhoods, large caseloads, time in court, doing paperwork etc, wages, and inadequate training. This study investigated these factors and gave brief descriptions of current strategies that are in place in various locations to deal with them. Violence in the workplace has been addressed in a few states by placing health and safety language into the job contract. These contracts make supervisors responsible for a safe working environment. Certain salary guarantees and grievance procedures have also been put into action in some states.

Issues regarding the relationship between education and salary have been handled in some cases by having a tier system by which employees are paid more for a higher level of education. In addition, some workers have been able to obtain their master's degree at the expense of the organization.

The caseload issue is also significant. In some states, the legislature has been used in order to gain funding for the hiring of more workers. This helped in reducing caseloads. Further, some states have established a minimum staffing level in order to ensure that there is enough staff to manage caseloads. There does not seem to be a strong consensus about what training techniques are most effective.

Other Comments

The information here seems intuitive, and most of the strategies listed would require long-term implementation.

Article Citation

Anderson, D. G. (2000). Coping strategies and burnout among veteran child protection workers. *Child Abuse and Neglect, 24*(6), 829-848.

Categories

	Focuses mainly on:
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Article Summary

Objectives of the study were to learn how veteran (2 years of more) child protective service investigations workers cope with job stress and secondly, to examine the relationship between coping strategies and levels of emotional exhaustion, depersonalization and sense of reduced personal accomplishment (burnout syndrome). Subjects were 151 front-line CPS workers who self-selected into the study. They participated in a stress management workshop.

Results of the study found that workers perceived themselves to use engaged (active) coping strategies more than disengaged (avoidant) strategies. Sixty-two percent of participants scored in the high range on emotional exhaustion—the aspect some researchers consider to be the heart of burnout. The conclusion the study draws is that neither use of active nor avoidant coping strategies saved the workers from emotional exhaustion. The problem-focused strategies they are taught and use most do not help with the emotional content and contest of their work, suggesting the use of emotion-focused coping to prevent and remediate burnout.

Other Comments

Study supports the need for an emotion-focused strategy as a means for intervention for workers experiencing burnout as evidenced by emotional exhaustion.

Article Citation

Anderson, D. N. (1998). Aligned values + good job fit = optimum performance. *National Productivity Review, 17*(4), 23-30.

Categories

	Focuses mainly on:
	Recruitment
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	Article reports on:
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	Policy

Article Summary

The first issue addressed by this article is that of aligned values. "If the expressed or implied values don't agree with the inferred values, the organization is in conflict." Ideally, the leaders, workers, customers, suppliers, and distributors will have values that are aligned in order to create the most productive business. In addition, it is the responsibility of managers to create and promote a positive environment to increase employee satisfaction and retention.

The next issue that this author tackles is job fit. It is noted that an ideal fit includes company fit, job fit, and skills fit. When one of these is missing, productivity is negatively affected. Two case studies that illustrate the effectiveness of this thought process follow.

Other Comments

The language of this article seemed to make simple principles seem more complex than they should be.

Article Citation

Annie E. Casey Foundation (2003). *The unsolved challenge of system reform: The condition of the frontline human services workforce.* Baltimore, MD: Author.

Categories

	Focuses mainly on:
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	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This report assesses the challenges facing the frontline social services workforce, presents recommendations, and discusses the Foundation's role in promoting reform. The scope of the overall report includes a broad range of social service workers (not limited to child welfare). Their research revealed these key challenges: (1) difficulty recruiting quality staff; (2) difficulty retaining quality staff; (3) low pay; (4) limited opportunity for professional advancement; (5) poor supervision and support; (6) rigid rules drive out creative workers; (7) education and training not aligned with demands of job; (8) no rewards for skills or performance.

The report highlighted promising approaches that have been shown to improve recruitment and retention: flexibility to recruit for needed skills; rewards for performance; manageable workloads; career paths; establishment of clear performance expectations that are tied to agency's mission; training and development opportunities; ability to change ineffective management; and adequate compensation. In addition, studies have shown that, in child welfare, workplace conditions and climate affect client outcomes.

The Foundation intends to take on a leadership role to draw attention to the issues facing the frontline social services workforce and to push for improvements through research, promotion of best practices, technical assistance, and funding and evaluation for promising initiatives.

Other Comments

This report is useful in that it summarizes issues and solutions and provides compelling arguments for change. The drawback is that the report includes more breadth than depth.

Article Citation

Article Citation

Arizona Department of Economic Security, Administration for Children, Youth, and Families. (2001). *District 1: Interview and hiring user's guide.*

Categories

	Focuses mainly on:
X	Recruitment
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	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This document is a guide for maintaining consistent standards in interviewing and hiring CPS staff. It provides in detail steps for recruiting, application procedures, interviewing, hiring, and selection. This guide's structure for interviewing and hiring is based on a behavioral interviewing model.

Several policy memos, processes, interviewing and hiring tools, and sample letters are provided.

Other Comments

This guide provides useful samples of tools for interviewing and hiring child welfare workers.

Article Citation

Arizona Department of Economic Security, Arizona Administration for Children, Youth, and Families. (n.d.). *Exit interview survey.*

Categories

	Focuses mainly on:
	Recruitment
	Selection
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	Article reports on:
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	Editorial commentary
	Solutions
	Policy

Article Summary

This is a blank copy of the Exit Interview Survey used by the Arizona Administration for Children, Youth and Families (ACYF). The confidential paper-based survey is given to ACYF employees who are voluntarily leaving the agency or transferring to another position within the agency and it is used to identify factors contributing to staff turnover. The survey collects information about career opportunities, compensation, benefits, personal issues, work-related issues, and supervision/management.

Other Comments

The survey is comprehensive but is also quite long. It would be interesting to see how ACYF is analyzing the data, what trends they are seeing, and whether they have found this to be a useful tool.

Book Citation

Arthur, D. (2001). *The employee recruitment and retention handbook.* New York: Amacom.

Categories

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Chapter Summaries

Five chapters have been selected from this book for the purposes of this project: Chapter 2: Attracting and Retaining Top Performers; Chapter 4: Recruitment Sources and Techniques; Chapter 6: Competency-Based Recruiting and Interviewing; Chapter 8: Why Employees Leave; and Chapter 9: Rewards, Recognition, and Opportunities.

Chapter 2 discusses various companies' creative strategies to retain workers, including creating an "enjoyable atmosphere" and employee recognition, and contains a list of monetary and nonmonetary perks and benefits which an employer might consider. Chapter 3 describes in detail several different recruitment techniques, as well as what employers must do to be successful in its recruitment efforts. Chapter 6 gives employers guidelines on what types of competencies are important for a potential hire to have; evaluating the position for several factors, and how to recruit and interview people who are competent in fulfilling those job requirements. Chapter 8 discusses different reasons employees leave, but primarily focuses on exit interviews, how to conduct them and what information might prove useful in the future. Finally, Chapter 9 offers suggestions on ways employers can reward and recognize employees, through such things as training, mentoring, tuition reimbursement, and other tangible rewards.

Other Comments

This book provides a lot of useful information—while not specific to public organizations, it provides many case scenarios and examples of different recruitment and retention issues that all employers face.

Article Citation

Ayers-Lopez, S., & McCrory, J. (2004). Fostering personal, client, and family resilience, parts I & II. *Protection Connection, 11*(3/4).

Categories

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Article Summary

This two-part article addresses the meaning of resiliency, the misunderstandings about the concept, and attempts to break down the components of this trait. Parts I and II focus on the definition of resilience, the resilience of children, CPS professionals, their clients, and elderly clients.

The authors assert that resilience is systemic, and that many environmental factors contribute to the strength of one's resiliency. This applies to both CPS workers and clients. Personal, professional, and client resilience are intertwined. Resilience, it is suggested, should be practiced by CPS workers, and encouraged in their clients. Self-assessments and suggestions are offered for workers to consider their own level of resiliency, and ways to strengthen it. As workers build their resilience, the authors suggest, they can become more effective in their work, ultimately benefiting their clients. Steps are also given describing how to foster resilience in maltreated children, their families, and the elderly.

Other Comments

Parts of this article are somewhat useful for this project; learning to nurture resiliency in workers could be seen as an important aspect in their retention.

Article Citation

Azar, S. T. (2000). Preventing burnout in professionals and paraprofessionals who work with child abuse and neglect cases: A cognitive behavioral approach to supervision. *Journal of Clinical Psychology, 56*, 643-663.

Categories

	Focuses mainly on:
	Recruitment
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	Policy

Article Summary

This article addresses supervision strategies to identify and prevent worker burnout. The author believes that a cognitive behavioral approach to supervising child welfare workers is a way to help prevent workers cope with the stressors of their job, thus preventing worker burnout. This type of supervision identifies sources of strain in workers, and the "maladaptive" assumptions that these strains induce, and then clarifies how to work preventively with them by reducing the emotional crises these stressors can produce. The author identifies four areas for which this approach is advocated: 1) dealing with emotional disregulation, 2) helping to counteract feelings of inconsequentiality, 3) reframing worker and client disparities of goals/expectations, and 4) providing clear strategies to deal with risk issues. In addition, organizational change is necessary to reduce burnout; this includes training on trauma and burnout, a decrease in caseload size, and support such as crisis de-briefing teams, among others.

Other Comments

This is a very good article that thoroughly explores the reasons for worker burnout and the role the supervisor can take in helping to prevent it. It addresses this issue on two levels: the one-on-one relationship between supervisor and worker, and the systems level.

Article Citation

Bailey, G. (1998). Training as a recruitment tool. *HR Focus, 75*(7), 11-13.

Categories

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X	Solutions
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Article Summary

During the time this article was written (1998), the labor market was very tight; unemployment as at a record low. As a result employers were having a difficult time finding and keeping qualified workers. In response, many employers offered training and development as a benefit to their employees.

Bailey suggests that the most effective ways to integrate training into the workplace are to encourage a culture of continuous learning, through such things as mentoring and job sharing. Also, successful companies emphasize a link between training and a company's goals and strategies, to clearly communicate them to their employees. Additionally, training is a way to allow employees to use their training to contribute to a company in different capacities, and not just as a way to "move up the ladder." The environment must be supportive of employees' growth and contributions in order for training to be effective.

Other Comments

This article is short and simplistic and gives a "big picture" as to why it is important to train employees, and why companies must support training and learning on the job.

Article Citation

Barrick, M. R., & Mount, M. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology, 44,* 1-26.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
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Article Summary

This study looks at how the "big five" personality dimensions (extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience) relate to three job performance criteria (job proficiency, training proficiency, and personnel data [e.g., salary level, turnover, status changes, etc.]). The authors discuss the development of the classification of the five personality dimensions, and what characteristics each of the five personalities encompasses. In addition, five different occupational groups were chosen as subjects of the study: professionals, police, manager, sales, and skilled/semiskilled. Results of the study showed that conscientiousness was consistently found to be a predictor for all criterion types in all occupational groups studied. Among many of the other correlations the authors found, those who have the characteristics related to conscientiousness are more likely to have better job performance overall. The authors conclude by stating that applying the "5-factor model" can provide a meaningful framework in the areas of personnel selection, training, and performance.

Other Comments

This article offers insight into how dimensions of personality can affect job performance and reception to training.

Article Citation

Bednar, S. G. (2003). Elements of satisfying organizational climates in child welfare agencies [electronic version]. *Families in Society: The Journal of Contemporary Human Services, 84*(1), 7- 12.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
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Article Summary

This article addresses factors that exist within a child welfare agency that contribute to the retention of workers, as well as workers' satisfaction, client satisfaction, and client outcomes. Bednar stresses the importance and high priority of retaining qualified and experienced staff, in order to give quality services to populations in need.

Bednar references several studies which have looked at factors influencing workers' and supervisors' satisfaction with their job and their decision to stay or leave, in addition or organizational climate factors which influence job satisfaction, client satisfaction and client outcomes. These include such factors as a supportive work environment, collaborative work with colleagues, salary, and working conditions.

Two primary factors were identified as influencing a worker's decision to stay or leave: inflexible job assignments, and poor relationships with supervisors. Workers who remain in the field site their personal and professional mission to serve children and their families, who have flexibility within their job, and who have supportive working relationships with their supervisor. The author also asserts that organizational climate, and an employee's perception of the organization can ultimately affect client satisfaction and outcomes. Improved organizational culture, communication, recognition, and empowerment indirectly affects services to clients.

Other Comments

The article is very useful by highlighting several important studies on job satisfaction, and how this impacts clients. It also has a concluding section specifying what needs to be done in the areas of practice and policy, and research.

Article Citation

Bell, H., Kulkarni, S., & Dalton, L. (2003). Organizational prevention of vicarious trauma. *Families in Society: The Journal of Contemporary Human Services, 84*(4), 463-470.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
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	Policy

Article Summary

Issues of social workers' stress and burnout have been studied for several decades. However, the concept of vicarious trauma experienced by those working with victims of trauma is a relatively new area of study. The authors attempt to distinguish between the concepts of burnout and vicarious trauma. It has been suggested that trauma theory is significant in understanding the burnout of child protection workers. This article reviews the growing literature on this subject.

Several studies have discussed strategies for prevention and intervention of vicarious trauma in the areas of organizational culture, workload, work environment, education, group support, supervision, and resources for self care (e.g., counseling, stress management activities). The authors stress that identifying vicarious trauma as distinct from burnout will encourage a reexamination of each of these areas as it relates to vicarious trauma. Organizations must recognize, name, and respond to this emerging concept in order to create a work environment that is supportive of workers who assist traumatized children and their families.

Other Comments

This article offers insight into an emerging concept that holds relevance in the larger issue of retention of workers.

Book Citation

Berman, E., Bowman, J., West, J., & Van Wart, M. (2001). *Human resource management in public service.* Thousand Oaks, CA: Sage Publications.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
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	Policy

Book Summary

This book examines the problems and paradoxes of management of public service employees. The first part discusses the historical and current issues that public agencies face, as well as the legal issues management must be aware of in regards to employees' rights, and agencies' responsibilities. The second part focuses on the process of recruitment, selection, and retention strategies. Issues such as position classification, recruitment factors, selection, flexible work schedules, training, and employee evaluations are discussed. The third and final part focuses on issues surrounding the politics of unions and their relationship within management, as well as how to improve organizational culture by improving human resource management, and the role of management in the future.

Other Comments

This is a very useful book that recognizes and addresses the problems common to employee recruitment, selection, and retention within public service agencies. It provides thorough overviews of human resource management issues faced by agencies, and offers ways in which managers can assess their policies and practices and improve upon them.

Article Citation

Bernotavicz, F. (n.d.). *Retention of child welfare caseworkers: A report.* Retrieved from the National Child Welfare Resource Center for Organizational Improvement Web site: http://muskie.usm.maine.edu/helpkids/pubstext/retention.html.

Categories

	Focuses mainly on:
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	Policy

Article Summary

This document reports the finding of a study conducted in order to determine what training, support, or other strategic activities might assist with retention. The researchers focused on three areas: personal, work, and agency. Better screening and orientation to the job can deal with personal factors that get in the way of retention. Work issues include client population, nature of the work, social problems, severity of cases, etc. These issues could be addressed through changes in attitudes, education, and funding support. Agency problems can be combated with restructuring, improvements in administrative and supervisory patterns, professional growth opportunities, and rewards for good work.

After polling for factors associated with retention, the researchers gave several recommendations for improving retention. These suggestions are both short-term and long-term. The short-term personal recommendation was screening. Impact of field instruction units, and evaluating the characteristics assessed by screening were the long-term suggestions. In the realm of work, short-term recommendations had to do with reducing time spent dealing with client payment issues and attaining quicker placement times, as well as administrative supports and training. In terms of agencies, the recommendations involved better support in the first two to three years, support for difficult work matters, recognition, education, more flexible schedules, overtime pay, etc. Long-term suggestions dealt with educational leave, strengthening the role of the supervisor, and sabbaticals for independent study.

Other Comments

This document did a nice job of providing concrete suggestions. However, the scope of the suggestions may be out of reach.

Article Citation

Bernotavicz, F., & Locke, A. (2000). Hiring child welfare caseworkers: Using a competency-based approach. *Public Personnel Management, 29*(1), 33-42.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
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	Policy

Article Summary

This article explains the methodology behind the overhaul of Maine's child welfare hiring system. The system had been inefficient in several ways: screening, interviewing, keeping resumes on file, and overall time in filling vacancies. The redesign (which was standardized statewide) included the following principles: job analysis, focus on specific competencies, multiple job-related assessments, a variety of screening questions, and standardization of screening questions.

When the new hiring process was integrated statewide, a study to determine the internal validity of the new process as initiated. Researchers found that there was a high rate of agreement among interviewers of candidates who had interviewed in several regions. The ratings were consistent among regions for the same candidate. Overall, the new system has proved to be effective, useful, and reliable, and consistent statewide.

Other Comments

This article is useful in that it describes specific methods Maine uses to screen candidates, and what process was used to reach the redesign. It also provides a caseworker screening index.

Article Citation

Bingham, B., Davidson, N. & Ilg, S. (2002). Great candidates fast: On-line job application and electronic processing: Washington State's new internet application system. *Public Personal Management, 31*(1), 53-64.

Categories

	Focuses mainly on:
	Recruitment
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	Retention

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X	Solutions
X	Policy

Article Summary

The State of Washington Department of Personnel has a new internet tool in place for hiring managers throughout state government with virtually instant certification of highly qualified candidates for employment. This application process offers simultaneous on-line application submittal, screening and testing, scoring and notification, eligibility list placement, and referral for interview. It is a vast improvement over the compared to the old, traditional, recruitment and selection system (paper-laden, cumbersome, and lengthy), and reduces the recruitment cycle time from several weeks to one or two hours. Certifications are fixed to fit key skill requirements provided by the hiring manager and can be customized for each position.

This internet application system provides job seekers a very convenient and easy-to-use means for submitting an application from any place, at any time. The implementation of this initiative is crucial to fulfilling one of the department's highest priority goals of having high quality, diverse, and available job candidates ready for managers to hire in the shortest time possible. Internal operational efficiencies and cost savings are other key benefits of the new internet application system.

Other Comments

This is a very useful article that explains how Washington State's internet application system works, and the benefits of the system for both employers and job seekers, although it does not explain in great detail the process that was undertaken to establish the online application/testing system.

Article Citation

Briar-Lawson, K., & Zlotnik, J. (2003). *Charting the impacts of university-child welfare collaboration.* New York: Haworth Press.

Categories

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Article Summary

This book is a compilation of twelve articles addressing various issues surrounding university-child welfare collaborations. Title IV-E training funds are discussed and collaborations are evaluated. Effective ways to prepare social work students for public child welfare work and how to retain them is also analyzed. A collaboration program in California, based on a competency-based child welfare curriculum project, is reviewed. Other articles address complex systems change and future directions for university-child welfare collaboration.

Other Comments

This book provides in-depth discussions of several different aspects of university-child welfare collaborations, and also specifically addresses recruitment and retention issues.

Book Citation

Brohl, K. (2004). *The new miracle workers: Overcoming contemporary challenges in child welfare work.* Washington, DC: CWLA Press.

Categories

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Book Summary

The aim of this book is to present the challenges of social workers to those who are in the child protection field, particularly those who work directly with families. The first section describes some of the newest and most challenging issues facing workers today. Issues such as brain development, health problems, domestic violence, and substance abuse are discussed.

The second section addresses workplace issues, such as accountability, cultural competence, burnout, worker safety, and resiliency. The author raises several issues related to each of these topics, and provides ideas and solutions that workers can use to increase their job performance and satisfaction. Issues such as gossip, sexual harassment, and improving communication are also discussed. Throughout the book are many anecdotes from workers and from children involved in the CPS about their views of the system.

Other Comments

This is a very accessible book for workers—and even the general public—about the realities of child protection today. It offers practical solutions to workers in dealing with the stressors of their jobs.

Article Citation

Brown, B. (n.d.). *Why do they stay: Examining Arizona child protective specialists' reasons for remaining and using a strengths perspective to increase retention.* Unpublished report.

Categories

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Article Summary

This study discusses the retention and turnover problems facing Arizona's CPS system by examining the strengths of CPS workers and their immediate working environment. Forty-six CPS employees responded to a self-administered questionnaire which contained demographic and open-ended questions. Workers were asked questions about their strengths, the strengths of their office, unit, and supervisor, motivation (e.g., belief system, unit interactions, job fit, etc.), and magic wand (i.e., modifying services to clients, improving morale, increasing organizational functioning, changing benefits).

Three appendices are attached: 1) sample questionnaire, 2) respondent's demographics, 3) total responses.

Other Comments

The small sample size of this study makes it more difficult to generalize, as the author acknowledges. However, the survey sample that is provided could be useful for examples of questions that could be used in a similar survey.

Article Citation

Buckingham, M., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently.* New York: Simon & Schuster

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	Policy

Article Summary

Other Comments

Book Citation

Cameron, K. S., & Quinn, R. E. (1999). Diagnosing and changing organizational culture: Based on the competing values framework. Reading, MA: Addison-Wesley.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book provides guidance in the theoretical structure of a competing values framework, how to interpret findings, and how the information might help diagnose and change organizational culture. The authors define the different types of organizational culture and gives appropriate interventions as to how to change these cultures. The competing values framework comprises two major dimensions and four main indicators. One dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control. The second dimension differentiates effectiveness criteria that emphasize an internal orientation, integration, and unity from criteria that emphasize an external orientation, differentiation, and rivalry. The four main indicators represent a set of organizational effectiveness indicators that represent competing assumptions: clan, adhocracy, hierarchy, and market.

Other Comments

This book is useful in offering an objective analysis of different types of organizational culture, and provides a detailed explanation of how agency leaders can change their own agency's organizational culture. Several instruments are also provided.

Article Citation

Campion, M., Cheraskin, L., & Stevens, M. (1994). Career-related antecedents and outcomes of job rotation. *Academy of Management Journal, 37*(6), 1518-1542.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article includes a literature review and a pilot study on the effects of job rotation. The authors define job rotation as different than a promotion, in that it is a change in job assignment within an organization, and is indicated by a change in job title or department, but not an increase in compensation. The pilot study was conducted at a pharmaceutical company that regularly rotates employees in different positions. The authors found that job rotation is more common and more accepted by employees early in their careers. It was also more common of employees with high performance ratings. Employees viewed job rotation as a motivating factor in their jobs, an increased potential for promotion, and an increase in knowledge and skills as well as networking and contacts. The authors suggest that organizations should use job rotation "more aggressively and proactively" because of the several positive outcomes it creates for employees and ultimately the organization.

Other Comments

This article offers interesting insight into the outcomes of job rotation, in terms of retention, and could be somewhat relevant to the project.

Article Citation

Caplan, P., & Curry, D. (2001). *Finding better ways conference presentation recap: The wonder years: Professional development in child welfare.* Retrieved online from http://www.cwla.org/programs/trieschman/2001fbwdalecurry.htm.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This conference presentation summary describes four training programs adopted by the Summit County Children Services (SCCS) in Akron, Ohio. The authors argue that retention is affected by employees' career growth, learning, and development. The SCCS programs have addressed each of these aspects within the four programs, which include field placement for new graduates, entry-level training, advanced training for master's level workers, and training for new trainers and experienced workers. Each program includes a "levels of competence" model, which integrates information from the fields of cognitive and educational psychology. For example, the unconscious incompetence model refers to a worker who is not aware of his or her incompetence about a topic. The presenters purport that integrating levels of competence into the programs has helped determine when and what method of training or other activity is an appropriate performance intervention.

Other Comments

This is a good overview of an innovative training program, and levels of learning.

Article Citation

Casson, M. (2002). Top ten recruitment tips. *Modern Management, 16*(2), 32.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

Ten suggestions are offered for ways in which companies can have a successful recruitment policy. It includes suggestions regarding pre-planning, advertising or choosing a recruitment agency, and conducting interviews.

Other Comments

This is a very brief (one page) overview of issues companies should consider when attempting to improve its recruitment process. It is too simplistic for the purposes of this project.

Article Citation

Child Welfare League of America. (2001). *The child welfare workforce challenge: Results from a preliminary study*. Washington, DC: Author. Retrieved from www.cwla.org/programs/trieschman/surveyworkforce/preliminary.pdf.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study focuses on the problem of turnover within state, county, and private agencies. The report begins by showing that the operating budgets for state agencies are much higher than those of private agencies. This leads to slightly lower salaries for private welfare workers. However, the caseloads of state workers are generally higher than those of private workers.

In terms of recruitment and retention, state, county, and private agencies all cited the same problematic factors. These factors included discrepancies between job demands and compensation, low salaries, and feeling undervalued. In addition, county workers identified a lack of qualified candidates and the existence of more attractive labor markets. Further, higher education level did not appear to be a predicator of higher or lower turnover rates for private agencies.

The report also concluded that similar recruitment and retention strategies are being used for state, county, and private agencies. However, none of these techniques were able to stand alone as highly effective. Rather, multiple and connected recruitment techniques are recommended.

Other Comments

The techniques presented here were similar, if not identical, to those of the previous readings. However, this report was not very encouraging. It leads one to believe that there is no good data to show that recruitment and retention techniques are terribly useful.

Article Citation

Child Welfare League of America. (2002, September). Child welfare workforce. *Research to Practice: Research Roundup.* Retrieved from http://www.cwla.org/programs/r2p/rrnews.htm.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

CWLA's 2000 *Membership Trends and Issues Survey* revealed that agencies view the increasing need for services for children and the shortage of qualified staff as the greatest concerns for the child welfare field. The shortage of staff is attributed to both recruiting and retention difficulties. The authors performed a broad

and identified seven major areas of concern: (1) staff qualifications and selection (e.g., lack of workers with appropriate educational backgrounds, lack of realistic job descriptions and expectations during recruitment); (2) work environment and support (e.g., physical setting, resources, supervision, culture); (3) workload; (4) salaries and promotion opportunities; (5) professional development; (6) public image and professional respect; and (7) personal safety and liability. The report also summarizes research in the areas of performance and retention and states that there is strongest empirical support for social work education (some indication that it may be easier to retain BSWs than MSWs in certain positions), supportive supervision, and job flexibility as factors that positively impact performance and/or retention.

The report suggests that research be conducted to define the competencies required for child welfare work, which would aid in recruiting and training, and to look at the relationship between workforce factors (such as staff qualifications and workload) and client outcomes.

Other Comments

The article is useful, concise, and on-topic.

Article Citation

Child Welfare League of America. (2003, September). *Annotated bibliography: Child welfare workforce*. Washington, DC: Author.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

An annotated bibliography on child welfare workforce issues. A total of 70 citations.

Other Comments

Article Citation

Cober, R. T., Brown, D. J., Blumental, A. J., Doverspike, D., & Levy, P. (2000). The quest for the qualified job surfer: It's time the public sector catches the wave. *Public Personal Management, 29*(4), 479-496.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

Organizational use of internet recruiting has dramatically increased in recent years, but there has been little research to guide the development of organizational employment websites. This article first outlines the reasons why public sector organizations should consider focusing more energy on developing their own employment websites to supplement other recruiting activities.

The authors then present reasons for organizations to focus more on designing their own employee websites so they can attract more applicants. They stress that websites must foster and engage the web surfer's interest, and build a relationship with the web surfer in order to help them determine if there is a fit. This approach will reduce the cost of recruiting, provide a chance to present the organization's strengths, and make efficient decisions on applicants through the online application. Along with a user-friendly website, applicants will visit an organization's openings on a more frequent basis, considering that surfing the web is becoming a more powerful tool everyday.

Other Comments

This article focuses on utilizing the internet to recruit better quality employees. It shows how the right website can work tremendously for a company to recruit better employees more efficiently. This is a comprehensive look at the importance of web recruiting today, and why the public sector must begin to understand and embrace online recruiting.

Book Citation

Cohen, N. (1999). *The mentee's guide to mentoring.* Amherst, MA: HRD Press.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Mentees are *not* passive recipients of mentoring, they are an active part of the process. This somewhat thin book provides a how-to guide in order to facilitate productive interpersonal communication with mentors and instill responsibility about the mentee's active and collaborative role in the mentoring relationship. Each chapter focuses on a different aspect of the mentoring relationship including the purposes, mentees response to mentoring behavior, and the phases of the mentoring relationship. Many practical tips and concrete guides are provided to enhance the mentoring relationship. For example, the author advocates for the use of a mentee journal to record the progress of the mentoring relationship and the impact on the mentee's professional development.

Other Comments

This book will be useful to anyone developing a formal mentoring program.

Article Citation

Cohen, S. & Gump, H. F. (1984, December). Using simulations to improve selection decisions. *Training and Development Journal,* 85-88.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This article spoke to the concept of using simulations during the interview process. While the interview remains one of the most widely used selection techniques, the traditional interview is often more of a rejection tool, is subjective, is artificial in nature, and allows little opportunity for applicants to demonstrate job skills. Therefore, the addition of simulations to the interview process could be extremely valuable. In order to retain cost effectiveness, short simulations could take the place of certain questions that are seen as less productive to the process. These simulations will be substantially more effective after a job analysis has been done to define work-related behaviors. In addition, the interviewer should be trained to conduct the simulations with respect to observing and documenting, and should be given specific guidelines for asking questions, making comments, and directing the simulation. The article is able to site several examples from the business world in which simulations have had a positive effect on turnover rates, job performance, and even improved selection for the government when implemented. Also of note is that candidates and employees felt that the simulations were a fair way to test their job capabilities.

Other Comments

Though this was not a research article, the evidence for the effectiveness of simulations seems very grounded.

Article Citation

Cole, D., Panchanadeswaran, S., & Daining, C. (2004). Predictors of job satisfaction of licensed social workers: Perceived efficacy as a mediator of the relationship between workload and job satisfaction. *Journal of Social Service Research, 31*(1), 1-12.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a research study designed to evaluate the indicators of job satisfaction. Surveys from 232 social workers in Maryland were evaluated.

The study gathered data on three key areas related to job satisfaction (these areas were based on previous research studies): efficacy, workload, and quality of supervision. The results were consistent with many previous research study findings that have found that 1) higher workload levels were predictive of less job satisfaction; 2) supportive supervision related to higher levels of job satisfaction; and 3) higher levels of perceived job efficacy were associated with higher levels of job satisfaction.

The unique findings of this study show that workers who feel that they are more effective at work are more satisfied with their job regardless of their workload level. The authors emphasize that supportive supervision can increase the perceived efficacy of workers. They stress the need for an organizational shift to a system in which the quality of supervision is improved.

Other Comments

While highly academic, this research study does raise interesting findings related to the perceived efficacy of social workers and how that affects overall job satisfaction.

Article Citation

Collins, M. (2001). Recruiting for diversity: Best practices for building relationships with HBCUs. *Journal of career planning and employment,* 17-24.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

Successful recruiting practices for diverse populations are discussed by career services professionals at four historically black colleges and universities (HBCUs). Six best practices are discussed, and cover issues related to an organization's overall goals, involvement in university recruiting and internship programs, and appropriate representation of the company by recruiters.

Other Comments

This is brief and simplistic article that discusses recruitment of diverse populations from the aspect of college recruiting.

Book Citation

Collins, M. L. (2000). *360 feedback: A manager's guide.* Texas: The Thin Book Publishing Co.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book offers a succinct explanation and example of the 360 Feedback process as a means of evaluating a manager. The process includes development of a survey that solicits information from: the manager directly and the manager's boss, direct reports, peers and customers. After the data is gathered, summarized and analyzed, a development plan should be developed and implemented to assist the manager in addressing areas of need. The book offers a hypothetical example that the reader can follow through the process. Specific questions, responses, and analysis are provided. Each chapter concludes with key points regarding what the process is, how to choose raters, understanding the data, the meaning behind the data, and translating the results into action.

Other Comments

This is a helpful resource to promote understanding of the 360 Feedback process. The process could be a valuable retention strategy as it allows for a comprehensive assessment of management and supervisors in extremely relevant areas such as administrative, communication, interpersonal and leadership skills.

Article Citation

Collins, P. (1994). Does mentorship among social workers make a difference? An empirical investigation of career outcomes. *Social Work 39*(4), 413-419.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention
X	Career outcomes

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports the findings on the effects of mentoring on career outcomes. The career outcomes considered in this study were career success, career satisfaction, and income level. A questionnaire was used in this study. The study looked at those who had been mentors, those who had been protégés, those who had been both, and those who had been neither. Mentoring had a significant effect on career success. The highest level of job success existed in the group that had been both mentors and protégés. Those who had been protégés, those who had been mentors, and those who had been neither followed this group. Mentoring also had a significant impact on career satisfaction. The group pattern for career satisfaction was the same as for career success. Income level was also affected by mentoring. However, the pattern was different. Income was impacted for those who had been mentors or both mentors and protégés, but no others. The results of this study suggest that being both a mentor and a protégé carries the best outcome for career satisfaction and career success. Being a mentor is also an important factor in relation to income.

Other Comments

This study may indicate that mentoring could lead to better retention since retention could be related to the positive outcomes of this study such as career success and satisfaction.

Article Citation

Colorado Department of Human Services InnerView pilot program. (n.d.). Denver: GRANT Partners, LLC.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This is a project overview of the InnerView pilot program for Colorado Department of Human Services, Child Welfare Services. The purpose is to develop templates to reflect suitability traits which determine success in two positions: caseworker and supervisor. Current child welfare workers would complete the questionnaire and the data evaluated, and templates would be developed and validated based on the data evaluation. Using the templates for selection and promotion would reduce the cost of turnover and would increase retention.

A sample questionnaire, a construct validation, theory, and validity are all included, as well as sample career and profile reports for an employee.

Other Comments

Article Citation

Comeau-Kirschner, C., & Wah, L. (1999). Holistic management. *Management Review, 88*(11), 26-32.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This article focused on a holistic approach to employee management. The premise of this idea is that an employee's mind, body, and spirit must be taken into consideration. There are several companies currently using some aspect(s) of this holistic approach. These companies are highlighted throughout the article. According to these authors, employees' desire for a well-balanced life is becoming increasingly important.

One company actually rewards employees for leading well-balanced lives in order to create a better work/life balance. A large accounting firm sits down with each employee to figure out programs that fit their individual needs. This may be more effective than employing company-wide strategies that are largely ineffective. The authors also stress that in an age where the labor market is tight, a reputation for treating employees well is helpful. Developing employee potential may also be key in times to come. Some companies are just beginning to see the benefit of recognizing human potential rather then human resources. Job-related stress is also named as a key hindrance to retention. Companies who help employees to handle emotional stress may find themselves in a better place as far as retention is concerned. The overall accomplishment is that employees are better able to attain the life vision that they have set out to attain.

Other Comments

The holistic approach seems to be a very important and successful one. However, it is definitely a long-term approach requiring many additional resources.

Article Citation

Conrad, D. (n.d.). *Secondary trauma prevention project.*

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This packet contains a brief description of the Secondary Trauma Prevention Project of the Colorado Department of Human Services, and includes support group activities, a description of group training sessions, and an overview of the project. The purpose of the project is to provide emotional support and psycho-educational training to DHS staff (and other professionals working with abused and neglected children) who may experience acute and long-term trauma.

Other Comments

Article Citation

Conway, P., Rigoni, K., & Shaver, C. (2002). *Job satisfaction among child welfare workers in* Wyoming *in 2001.* Wyoming Department of Family Services and University of Wyoming (unpublished).

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This report provides analysis of survey responses from Wyoming CPS staff, and focuses on analyzing the needs, characteristics, and job satisfaction of rural workers. The survey includes demographic information and ratings of job satisfaction in various aspects of the job. An overview of the definition and characteristics of rural workers, and definitions of job satisfaction, stress, and turnover are discussed in detail. The survey method and instrument, sample questions, data collection methods, and analysis are discussed. Job satisfaction ratings are measured in relation to workers' demographics and various aspects of the job.

A literature review containing facets of job satisfaction, the corresponding literature, and a summary is included.

Other Comments

This is a useful job satisfaction survey because it is unique in its focus on rural CPS workers. It also provides useful descriptions of survey methodologies. The literature review is also very useful.

Book Citation

Cooper, D., Robertson, I. T., & Tinline, G. (2003). *Recruitment and selection: A framework for success.* London: Thomson.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Chapter Summary (Chapter 5 Establishing standards for selection procedures)

This chapter focuses on *selection*. First, a method for evaluating the return on proper selection procedures is discussed. A cost-benefit model is proposed for doing so. Referred to as a utility analysis, the purpose of this model is know whether or not "a particular set of selection procedures will enhance the productivity of the organization and produce a reasonable return on investment." This portion of the chapter states that the more vacancies filled using a particular selection technique, the higher that technique's benefit/cost ratio. In addition, the authors point out that the longer a new hire stays with an organization, the more potential financial benefits from good selection techniques will gather one year after another. Furthermore, attracting more applicants for a job opening allows an organization to select the highest quality candidate. A selection ratio can be calculated by figuring the number of applicants involved in selection in proportion to the openings available. The authors suggest that the benefit of attracting more applicants will outweigh the cost of the advertising needed to attract these candidates.

This chapter continues to discuss designing effective selection procedures. The main focus is on using tests as an indicator of job performance. First, an organization must gather and put out data about job opportunities, content, requirements, and characteristics of applicants. Second, these qualities must become predications about future job performance. Third, predictions must turn into action. Fourth and last, feedback must be provided to all stakeholders. This chapter suggests identifying the specific requirements that any selection procedure must meet. This includes realizing organizational constraints such as funds that might limit selection techniques. Additionally, the test given to applicants must have the ability to gain the appropriate information (validity).

Other Comments

Article Citation

Cyphers, G. (2003). *Workforce data collection field guide for human service agencies.* Washington, DC: American Public Human Services Association.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article focuses on the tools public human services agencies can use to analyze factors related to employee turnover and vacancies. Direct service workers are considered to be "one important source of information in the assessment process through worker surveys, focus groups, and exit interviews."

Each tool is described in detail as way to gain useful data regarding worker retention. Exit interviews are seen as one of the easiest and most effective ways to gain important information about issues such as reasons for leaving, issues related to compensation, supervision, workload, etc., and a way to garner ideas from the worker on how to improve the agency. Focus groups are another relatively easy way to gather data, but takes careful planning, use of an effective facilitator, and clear communication as to the purpose of the focus group. Surveys are more complex but one of the most effective ways to gather data about the worker and their agency. Again, careful planning up front is essential to its success and the usefulness of the data.

Other Comments

This article is very useful in describing in detail different ways for an agency to gather useful data about from its employees about their work. However it does not go into detail about how to use the data once gathered.

Article Citation

Cyphers, G. (2001) *Report from the child welfare workforce survey: State and county data and findings.* Washington, DC: American Public Human Services Association.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This report outlines the findings from surveys regarding recruitment and retention problems/techniques mainly among state child welfare (CW) agencies, in addition to some county data. The findings presented are alarming. The data collected by this survey would suggest that though vacancy rates are fairly low for state CW agencies, the turnover rate is quite high. Moreover, the preventable turnover rate is high. Child protection services (CPS) workers have the highest rates, followed by other direct service workers, and then supervisors. The study implies that vacancy rates appear low because organizations have become proficient at filling positions quickly because turnover rates are so high.

States indicate that factors such as low compensation for high workloads; high caseloads; more attractive labor markets; need for higher salaries; time spent with paperwork, in court etc.; supervision issues; and feeling undervalued are the key recruitment and retention problems. However, there is no firm belief among states that many of the techniques being used are highly effective. Many of them are, at most, somewhat effective. This report does shed light on the "softer" strategies to be used. These are the strategies that are already available and require few additional resources, such as better training and supervision. These softer strategies seem to be a good place to start. Unfortunately, states did not show a large amount of improvement over a three-year period using various strategies.

The county data was very similar to the state data in terms of what was considered problematic for recruitment and retention. Counties reported high turnover rates, but did not report as high in terms of preventable turnover. This did not appear to be as great a problem for counties. In addition, counties reported more encouraging results over the three-year period.

Other Comments

Though this report presented findings similar to those read previously, the visual representations (graphs) here help to draw attention to the problem.

Article Citation

Cyphers, G. (2005) *Report from the 2004 child welfare workforce survey: State and county data and findings.* Washington, DC: American Public Human Services Association

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This report updates and compares the information provided in the 2001 Child Welfare Workforce Survey Report. The 2004 survey was completed by child welfare administrators in 42 states. Implications from the 2004 survey focused on vacancies and turnovers, workload, capacity building, salaries, resources, quality supervision, education/training and data. The report highlights factors that are important to consider when making changes in order to impact retention and also identifies different strategies that states have implemented in order to retain their workforce.

Other Comments:

Article Citation

Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Test of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal, 39*(4), 802-835.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The authors are focused on demonstrating that the field of strategic human resource management (SHRM) has a theoretical foundation. They identify seven strategic human resources practices as a basis for developing theoretical arguments to explain variation in financial performance outcomes. The seven practices used in the study are: results-oriented appraisals, profit sharing, job descriptions, employment security, internal career opportunities, training, and participation/voice.

Other Comments

Overall, this article is too dense and academic to be useful although the identification of seven strategic human resources practices is useful.

Article Citation

Delery, J. E., & Shaw, J. D. (2001). The strategic management of people in work organizations: Review, synthesis, and extension. *Research in Personnel and Human Resources Management, 20,* 165-198.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The authors review literature on the link between the strategic management of human resources and organizational performance. Research has shown that the management of human resources affects outcomes such as productivity and profitability. The resource-based view, that an organization gains competitive advantage from its resources, is widely accepted as a framework to link HR practices, human capital, and firm performance. Workforce productivity is directly influenced by knowledge, skills, abilities, motivation, and empowerment of the workforce, and these factors can be influenced by human resource management practices. Different strategies may be used to manage strategic core staff (where core competence of the organization is directly affected) and non-core staff and organizations should be more concerned with turnover of core staff than non-core staff.

Other Comments

The useful aspects of the article are that it describes factors that affect worker productivity and emphasizes establishing practices to retain core staff. Otherwise, much is the article is theoretical and academic.

Article Citation

Deloitte Career Connections. (n.d.). *Implementing career services technology: Blending high tech and high touch for high impact resutls.* PowerPoint presentation.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This is a presentation that discusses the employee retention problems many organizations face today, and how Deloitte has addressed its own retention problems through its Career Connections program. The program's mission is to "build a culture of shared success by enhancing the careers of our people and supporting the strategic needs of the firm." A detailed description of the functions of the program is given.

Other Comments

Article Citation

DeMers, A. (2002). Solutions and strategies for IT recruitment and retention: A manager's guide. *Public Personnel Management, 31*(1), 27-40.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article deals with the retention and recruitment techniques used by private IT managers. Many strategies are discussed in relation to the public sector, which is not currently employing the same strategies as the private sector. The article gives several examples of techniques that are currently effective, or that there seems to be a need for, based on employee surveys.

Financial benefits are listed first, but not necessarily foremost. The author recognizes that government has less financial flexibility. Many other suggestions included: thinking outside the box of job description to stay up to date, and automating the process. In addition, importance was placed on establishing an organization-wide commitment to recruitment. Internal referrals were classified as very important. Employee recognition, access to new training and technology, and a healthy, flexible work environment were also mentioned. The article concludes by saying that these efforts are basically useless without effective publicity.

Other Comments

It is interesting to note that the problems and strategies are similar for the IT field as for the child welfare field. This article is useful in that it makes note of the limitations of government organizations.

Article Citation

Dhooper, S. S., Royse, D. D., & Wolfe, L. C. (1990). Does social work education make a difference? *Social Work,* 57- 61.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

A study of social workers within the Kentucky Department for Social Services tested the hypothesis that those with a social work degree are more prepared for their work than those without a social work degree. State employee performance data came from five sources: departmental quality assurance ratings, state merit examinations, supervisors' assessments, a measure of employees' social work values, and employees' self ratings.

Results show that employees with social work degrees ranked higher than employees without social work degrees in the five areas.

Other Comments

Article Citation

Dickinson, N. S., & Perry, R. S. (2002). Factors influencing the retention of specially educated public child welfare workers. *Journal of Health & Social Policy, 15*(3/4), 89-103.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a survey study of graduate students that received Title IV-E funding from CalSWEC (California Social Work Education Center). The graduate students received a stipend, and in return worked at least one year in public child welfare. A self-administered survey was given to examine three areas: work experiences in public child welfare, subjects' perceptions of working conditions, and socio-demographic variables. The number of MSW candidates seeking work in the public child welfare field was increased by the incentives of the stipend. However, these incentives did not seem to have a positive influence over the retention of these workers after their work requirements were completed. This study indicated worker burnout as the most influential factor in public child welfare worker turnover. The workers remaining in public child welfare reported less emotional exhaustion, more on-the-job support, higher salaries, and less court-related work.

Other Comments

Much of this information seems fairly intuitive, yet gives some indication that stipend programs are not effective in retaining public child welfare workers and may need some changing.

Article Citation

Doverspike, D., Taylor, M. A., Shultz, K. S., & McKay, P. (2000). Responding to the challenge of a changing workforce: Recruiting nontraditional demographic groups. *Public Personal Management, 29*(4), 445-459.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This article, based on professional literature, discusses principles for the recruitment of "Older Baby Boomers," "Generation Xers," and members of racial and ethnic minority groups, by both private and public sectors. It focuses on utilizing the interests of targeting certain employees' needs to recruit better quality employees. It shows how the right criteria can work tremendously for a company to recruit better employees more efficiently.

In response to a shortage of job applicants, the recruiters have targeted the specific demographic groups. The article discusses some of the characteristics of the three groups and based on those characteristic, they have generated suggestions for more effective recruiting specifically for the public sector.

Other Comments

Public sector organizations are attempting to become employers of choice; they want to be organizations with a positive image and attract top performers from their competition. Once the public sector reaches these heights, they will need to focus on maintaining the same levels of achievement and increasing the efficiency of the recruitment process. This article is an astute commentary on the realities of a diverse workforce, and what this means for the public sector.

Article Citation

DuBrow, A., Wocher, D. M., & Austin, M. J. (2001). Introducing organizational development practices into a county human services agency. *Administration in Social Work, 25*(4), 63-83.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The public human services agency of San Mateo County, California used an organizational development (OD) approach to facilitate organizational restructuring related to the implementation of welfare reform. This article studies the effect of using OD as a method for reorganization; however this article was written three years into the process, therefore does not focus on any conclusions of the case study, but rather the methodology and the "lessons learned" from this work in progress.

This article first reviews literature that focuses on OD specifically within the public sector. Certain themes emerged from the literature: an OD external consultant is key to ensure that the changes within an organization are successful. These themes crossed over to the San Mateo case study. An OD specialist was hired after the agency performed a self-assessment to "take the pulse" of the agency and it was determined that staff were struggling with a myriad of changes occurring within the agency. The agency used an "assessment center" approach to hiring. Both the hiring process and the development of a job description involved many people and took a significant amount of time and effort, due to the "high stakes" of hiring this organizational "change agent."

The article goes on to describe what skills the specialist needed to successfully assist the agency to accomplish these organizational changes, and provide ongoing services to the agency. Finally, a discussion of lessons learned concludes with several points unique to the San Mateo agency.

Other Comments

The article is very specific about the selection and role of the OD specialist.

Book Citation

Eder, R. W. & Harris, M. M. (Eds.). (1999). *The employment interview handbook.* Thousand Oaks, CA: Sage Publications.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Book Summary

This book discusses new research and methodologies on interviewing strategies and outcomes. It is designed to be a resource for introducing new research strategies on employee selection and interviews and as a reference for organizations wishing to update their interviewing policies and procedures.

Part I focuses on interview outcomes that are a direct result of the interviewer's decision-making process and the direct results of the dynamics of the actual interview. Part II examines the notion of job fit and the most recent research on situational interviewing and behavior descriptions interviewing. Part III addresses different research streams and perspectives on the interviewer's decision-making processes before, during, and after the interview. Part IV discusses both the interviewer's and the interviewee's perspectives of the interview process, and how that affects the process. Finally, part V consists of commentaries on the current research and practice and future directions.

Other Comments

This book is a very comprehensive look at the interview process, and new and emerging research that would be beneficial to this project.

Article Citation

Education Commission of the States. (2001). *Pay-for-performance: Key questions and lessons from five current models*. Retrieved from http://www.ecs.org/clearinghouse/28/30/2830.htm

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This issue paper compares and contrasts the PFP plans of five US school districts. It contains an overview of PFP plans in general, the key questions policy makers must answer in creating its own PFP plan (as well as answers vis a vis public education systems), lessons learned by these five districts, a detailed comparison of the five PFP plans, thorough summaries of each of the five programs, and contact information for each of the districts reviews.

Other Comments

The detail of this article makes it very concrete and useful for other systems interested in exploring PFP plans**.**

Article Citation

Eggers, J. H., & Clark, D. (2000). Executive coaching that wins organizational development. *Ivey Business Journal, 65*(1), 66-70.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article offers a view of coaching as a technique for "inducing positive personal change, ensuring better-than-average odds for success and making the change stick for the long term." In this model, a coach is not thought of as the expert. The person being coached is assumed to have the answers to their own issues. This creates a sense of empowerment. According to the authors, effective coaching begins with a solid underlying theory. It continues to provide an environment of unconditional positive regard. In addition, the coach understands where the client is coming from and can express this to the client. Lastly, each of the previously mentioned points is related directly to the characteristics of the coaches themselves. While this approach is not meant to be psychotherapeutic, it does help clients work through a process, and may turn out to be therapeutic after all. The article ends by listing the many steps to success with coaching.

Other Comments

This approach is closely linked to social work values such as meeting a client where he/she is, and self-determination. This technique seems like it would be very useful in a social welfare setting.

Article Citation

Eggleston, V. (2003). *Major Accomplishments 2002-2003*. New York: City of New York Human Resources Administration, Department of Social Services.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
X	Policy

Article Summary

This document is the New York City, New York Human Resources Administration Department of Social Service's compilation of major accomplishments during the 2002-2003 year. The relevant portion reviewed involved the Family Independence Agency's (FIA) efforts to create a more paperless work environment, with 24 offices having fully implemented the system and six more to come online in 2004. The goal was to create an organized electronic database for each case file, including electronic imaging of client documents, enabling workers to quickly access information from any site. The report describes the benefits of both a paperless office and imaging of client documents. FIA designed this paperless system to integrate with other agencies, to facilitate information sharing and utilization.

Other Comments

The author presents an exciting possibility for use of a paperless system within a large public human services agency.

Article Citation

El Paso County Department of Human Services. (2005). *The diversity coalition: Celebrating our unique differences!* Colorado Springs, CO: Author.

&

El Paso County Colorado Greenbook Initiative. (n.d.). *Greenbook cultural competency organizational self-assessment toolkit.* Colorado Springs, CO: Author.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This Diversity Coalition notebook contains several documents, produced for the El Paso County Department of Human Services by the Diversity Coalition, that describe diversity activities for the department. Included are status reports on the coalition's new initiatives, recruitment and retention activities, a cultural competency self-assessment tool (developed by the Greenbook Initiative) and results of the evaluation, a description of the Foreign Language Proficiency Pay program, and fundraising efforts.

The *Greenbook Toolkit* is an expanded version of what is included in the Diversity Coalition notebook. The toolkit contains the assessment tool, descriptions of the pilot series and implementation planning, and provides sample marketing materials.

Other Comments

Article Citation

Ellett, A. J. (2000). *Human caring, self-efficacy beliefs, and professional organizational culture correlates of employee retention in child welfare.* Unpublished doctoral dissertation, Louisiana State University.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study explores individual and organizational factors that explain retention of staff, and explores linkages among a set of theoretically grounded personal/psychological and organizational variables and child welfare staff's intentions to remain on the job. The study used a large sample survey of child welfare staff in Arkansas and Louisiana. Results showed that staff's intent to remain on the job is explained by their positive views of administrative support and self-efficacy motivation beliefs about their work.

The study reveals several implications for future practice, such as the importance of educational levels of staff, establishing and maintaining a professional organizational culture, and modifying the recruitment and selection process to better evaluate potential employees.

Other Comments

This dissertation is very useful to the project; although the research findings are highly academic, the summaries provide insight into a higher level of understanding employee retention.

Article Citation

Ellett, A. J. (2002). *De-professionalization, workforce issues, and re-professionalization of child welfare*. Unpublished manuscript. Presented at the Child Welfare Workforce Conference, University of Minnesota.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
X	Policy

Article Summary

This collection of facts and statements deals mainly with factors that affect turnover in the child welfare field. It is clear that the author believes that the requiring a BSW or MSW is paramount to employment success in child welfare. These individuals are better prepared for the stress that occurs in child welfare. Therefore, their turnover is not as frequent as other individuals who appear less prepared. The latter individuals may be overwhelmed by large caseloads, duties, and paperwork. Some research would also suggest that child welfare worker turnover is highest in the first three years of work. Unfortunately, the 4th-12th years can also bring a decline in morale, job satisfaction, caring, and self-efficacy. MSW workers seem to carry the greatest job performance. In addition, hiring BSW and/or MSW workers may ensure a greater level of commitment to child welfare in general. The last retention factor mentioned is that of personal variables. Research shows that factors such as human caring and self-efficacy have a huge effect on remaining employed in child welfare.

The author continues his discussion with suggestions for improving retention in child welfare. His solutions include, but are not limited to, re-professionalization efforts such as more schools of social work, state agencies, and professional social work organizations; a national credential base; higher salaries; and legislation. The solutions contained in this work are in list form, with no further suggestion on how they might be accomplished.

Other Comments

This article lends validation to being a professional in social work.

Article Citation

Ellett, A. J. & Leighninger, L. (1998). *De-Professionalization of child welfare: An historical analysis and implications for social work education*. Paper presented at the annual program of the Council of Social Work Education, Orlando, FL.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Ellett, A. J. & Ellett, C. D. (2003). *Georgia child welfare survey.*

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Ellett, A. J., Ellett, C., & Rugutt, J. (2003). *A study of personal and organizational factors contributing to employee retention and turnover in child welfare in Georgia.* Athens, GA: University of Georgia School of Social Work.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This final project describes the results of a 2002-2003 statewide study of personal and organizational factors contributing to staff retention and turnover in child welfare (CW) in Georgia. This was funded by the Georgia Division of Family and Children Services (DFCS) and the Annie B. Casey Foundation. A major interest was identifying personal and organizational characteristics that contribute to the decisions of professional staff to leave employment or stay employed in child welfare roles in DFCS.

This study focused on methodologies done by survey and focus group interviews to get comprehensive information from DFCS professionals to address turnover issues in Georgia and to develop a set of recommendations for strengthening of DFCS employees' intentions to remain employed in child welfare in DFCS. The data was collected from professionals such as Case Managers, Supervisors, County Directors, Area Field Directors, State Office Staff, etc.

A set of measurements was developed: A) intent to remain employed, B) work morale, C) professional organizational culture, D) human caring, E) self-efficacy and collective efficacy, F) efficacy expectations, G) job satisfaction, H) factors for employees leaving, I) factors contributing to remaining employed at CW.

Other Comments

This project has comprehensive analyses of the quantitative (survey) and qualitative (focus group) data were completed to refine the study measures, and recommendations of the findings are made in Georgia.

Article Citation

Ellett, C. D. (1995). *A study of professional personnel needs: Vol. 1*. Baton Rouge, LA: Office of Research and Economic Development, Louisiana State University.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Ellett, C. D., & Ellett, A. J. (1997). A statewide study of child welfare personnel: Who leaves, who stays, who cares? In T. Martin, & M. Miah (Eds.), *A national child welfare challenge: Creating partnerships to strengthen families and children.* Proceedings of the National Conference on Child Welfare. Carbondale, IL: Southern Illinois University.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Ellis, K. (2001). A ticket to ride: From total quality management and the one minute manager to the seven habits of highly effective people, corporations continue to buy seats on the "magic bullet," the roller coaster of organizational development trends. *Training*, *38*(4), 40-53.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention
X	Organizational dev.

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This article focuses on several fads that have come into the business world regarding organizational management. These fads include total quality management, the one minute manager, service excellence, the seven habits, the learning organization, balanced scorecard, self-managed teams, and emotional intelligence. These various programs concentrate on different aspects of organizational management from team building to developing the emotional potential of employees. Though each approach leads back to organizational development, each also has its own basis for getting there. The main point of this article is to keep in mind that there are no “magic bullets” in organizational management. The principles behind each program may be good, but they are more useful when combined, not used as separate entities.

Other Comments

This article gave a good overview of programs that have long been catching on in the business realm, but gives little useful information on how to integrate them.

Article Citation

Fecci, D. (n.d.). Creating the "paperless office." *United Way of New York City: Tech News.* Retrieved from http://www.uwnyc.org/technews/v4_n4_a4.html

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
X	Policy

Article Summary

This article, written by the Deputy Administrator of Management Information Systems for the Human Resources Administration (HRA) of New York City, describes a new model of delivering welfare services throughout the city through the integration of existing systems via a paperless work environment. HRA's goal was to develop new computer systems that will help the city reduce its caseload and engage more welfare recipients in work activities. Fecci describes how a paperless system reduces paperwork and overall workload, how the system was constructed (including integration with the New York State Welfare Management System, New York City Work, Accountability and You, and the Automated Child Care Information System.), the technology provided to all workers, and how the paperless system facilitates management oversight, accountability, and support.

Other Comments

This article supplements Eggleston, 2004, with added detail about the background of this paperless system.

Article Citation

Fields, M. (2002). *Recruitment and retention toolkit: A product of the Society for Human Resource Management diversity initiative.* Cambridge, MA: Fields Associates

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This toolkit is dedicated to issues and solutions surrounding recruitment and retention of a diverse workforce. It is directed toward human resource personnel, diversity professionals, and managers and administrators. The main sections of this extensive toolkit include: a discussion of why and how diversity is essential for an organization; steps to successful recruitment and retention; developing a plan; case examples, tools, tips, and resources; and a discussion of community involvement, citizenship and responsibility.

Throughout this toolkit the author provides explicit steps in the recruitment and retention process, tools for organizational-assessments, action plans, and also gives a multitude of examples of organizations and their practices.

Other Comments

This is an excellent resource for organizations who want to improve their recruitment and retention of a diverse workforce. The many tools that are offered throughout and its approachability make it a valuable resource.

Article Citation

Figley, C. R. (Ed.) (1995). *Compassion fatigue: Secondary traumatic stress disorders in those who treat the traumatized*. New York: Brunner/Mazel.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This book contains several chapters by various authors on the subject of compassion fatigue. An overview of compassion fatigue is provided, and the identification, treatment, and prevention of secondary traumatic stress disorder are each discussed. Furthermore, the purpose of the book is to provide a theoretical basis for the assessment and treatment of compassion fatigue, differentiate between compassion fatigue and post-traumatic stress disorder, and provide new approaches to conceptualizing, researching, preventing, and treating compassion fatigue. The book further reevaluates the field of trauma, traumatic events, traumatic stress, and traumatic stress disorders.

Other Comments

This book is a very comprehensive and useful resource in understanding secondary trauma and its effects, as it focuses on therapists and counselors.

Book Citation

Fisher, R., & Ury, W. (1983). *Getting to yes: Negotiating agreement without giving in.* New York: Penguin Books.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Getting to Yes provides a structured approach on how to negotiate conflict. It promotes a win/win approach to managing conflict and assumes that two parties in a conflict are on opposite sides and the most effective way for resolving the conflict takes a middle approach using negotiation and a simple method that can be used in just about any situation.

Their method is:

People:	Separate the people from the problem.
Interests:	Focus on interests, not positions.
Options:	Generate a variety of possibilities before deciding what to do.
Criteria:	Insist that the result be based on some objective standard.

The book chapters describe how to approach each step and provide many examples.

Other Comments

It is a useful tool for supervisors who daily have to cope with conflict.

Book Citation

Fournies, F. (1999). *Why employees don't do what they're supposed to do and what to do about it.* New York: McGraw-Hill.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

The book's objective is to "get all of your people doing what they are supposed to be doing all of the time" through what Fournies terms "preventive management." Instead of reacting to problems, this approach calls for proactive intervention to prevent problems from occurring. According to Fournies, sixteen issues cause all performance problems and if they are understood and identified, then specific interventions can be implemented to address them. Each chapter explores one of the problems with a standardized format of providing examples, describing the problem in detail, then offering preventive solutions. As framed by Fournies, the problems are:

- They don't know why they should do it.
- They don't know how to do it.
- They don't know what they are supposed to do.
- They think your way will not work.
- They think their way is better.
- They think something else is more important.
- There is no positive consequence to them for doing it.
- They think they are doing it.
- They are rewarded for not doing it.
- They are punished for doing what they are supposed to do.
- They anticipate a negative consequence for doing it.
- There is no negative consequence to them for poor performance.
- Obstacles beyond their control
- Their personal limits prevent them from performing.
- Personal problems.
- No one could do it.

Other Comments

This is a rather simplistic approach to management.

Book Citation

Fournies, F. F. (2000). *Coaching for improved work performance*. New York: McGraw Hill.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Workers are more satisfied and subsequently are retained when their supervisors are effective and warmly regarded. This book, developed for the corporate world but nonetheless applicable to child welfare, provides supervisors a guide for how to coach their workers in a variety of situations. The coaching techniques presented in this book can apply to performance issues or even clinical supervision. The book grounds itself in a psychological context for understanding employee behavior then provides a step-by-step approach to coaching them through various situations and issues. Many examples and conversational excerpts are offered to help the reader apply the concepts.

Other Comments

The content is applicable to child welfare and is a good desk reference for supervisors.

Article Citation

Fox Lawson and Associates. (1998). *Pay-for-performance plans*. Presented to the National Public Employer Labor Relations Association. www.foxlawson.com

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This is a PowerPoint presentation, presented to the National Public Employer Labor Relations Association by Fox Lawson and Associates (a compensation and human resources firm) describing in detail a wide variety of PFP plans. The presenters describe the difference between merit pay and PFP systems; how PFP plans may be created for individuals or groups and the respective pros and cons of each; information about gainsharing, skill-based pay and individual incentives; and the extent to which these practices were being used in the private and public sectors in 1998.

Other Comments

The first slide containing information about why PFP plans were useful at the point in time the presentation was made (1998) is dated and of doubtful value. The detailed descriptions of when individual incentives, group incentives, and skill-based pay would work and when each would fail, as well as the benefits of each, are very useful.

Article Citation

Fox, S., Miller, V., & Barbee, A. (2003). Finding and keeping child welfare workers: Effective use of training and professional development. *Journal of Human Behavior in the Social Environment, 7*(1/2), 67-81.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The article describes a program developed in the state of Kentucky to address the challenges of child welfare recruitment and training. The Kentucky Cabinet for Families and Children and the University Training Consortium (eight public universities in partnership with each other and the Cabinet) developed the Public Child Welfare Certification Program, which is a pre-employment preparation program for BSW programs designed to prepare graduates to take on a full and complex caseload quickly. The program provides tuition assistance and a stipend, and the students commit to work in the child welfare system for two years after graduation. The article discusses the players and process used to develop the new program. The program has been supported by Title IV-E training funds. Process and outcome evaluation results from the pilot program were very positive in terms of recruitment and worker preparedness. Evaluation of the program's impact on retention has not been completed.

In addition to the program, the Cabinet Secretary and her management team set out to change the culture of the child welfare agency to improve its performance and improve recruiting and retention efforts. They focused on three areas for improvement: (1) creating a culture that values the employees, (2) creating a learning organization based on mission, vision, and values, and (3) implementing learning transfer and reinforcement.

Other Comments

The article is very useful and relevant and describes a promising approach to child welfare recruitment and retention.

Article Citation

Friedman, R. (2002, Winter). The importance of helping the helper. *Best Practice Next Practice,* 16-21.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The effects that traumatic events have on child welfare workers can add to significant stress both on and off the job. The author discusses types of stressors that workers face on a regular basis, and within this context, also explores the effects of September 11, 2001 on workers. Workers often experience secondary trauma, and in several anecdotes the author indicates how the terrorist attacks of September 11 have further exacerbated workers' stress with a new sense of fear of the larger world.

Many agencies are developing trauma support programs that address both workers' job stress as well as the increased anxieties of threats of terrorism. The author stresses the importance of these support groups as a way for workers to cope and to avoid isolation. This can be done through debriefings after a particularly traumatic event, and regular trauma support groups that are open for anyone to attend. Finally, it is very important that there be support for these types of trauma support programs from the top administrative levels.

Other Comments

This is a brief but important article on the significance of secondary trauma, and how support groups are essential for workers to cope. These support groups, the author purports, are key to the recruitment and retention of staff into a very stressful environment.

Article Citation

Galinsky, E., Hughes, D., & David, J. (1990). Trends in corporate family-supportive policies. *Marriage and Family Review, 15*, 88-94.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

An increasing number of companies are developing work/family initiatives to help employees balance work and family responsibilities. Phase I of the development of these initiatives took place from the late 1960s to the present and is characterized by recognition of work/family as a business issue and the development of programs (e.g., time policies, leave policies, benefits, dependent care policies, and other educational or wellness services). Phase II is characterized by new trends seen beginning in the 1980s such as an increase in the number and types of companies with work/family initiatives. Several factors affect whether a company has family-supportive policies: size of company (larger are more likely to have family-friendly initiatives), type of business (family-related more likely), external labor market conditions (initiatives more likely with labor shortage), workforce characteristics (age, gender, unionization), the economic health of the company (profitable are more likely to have initiatives), management style (young and entrepreneurial more likely), and location (more likely in urban than rural).

Other Comments

This article is focused mainly on the history of and factors relating to the development of work/family policies.

Article Citation

Gansle, K. A., & Ellett, A. J. (2002). Child welfare knowledge transmission, practitioner retention, and university-community impact: A study of Title IV-E child welfare training. *Journal of Health & Social Policy, 15*(3/4), 69-88.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The article describes the implementation of a Title IV-E child welfare training program in Louisiana (Louisiana's Child Welfare Training and Curriculum Development Project), which is a collaboration between the state child welfare agency and seven state university social work programs. The program provides stipends and training, and students work as child welfare workers after graduation. The aim of the program is to better prepare workers and increase skills in order to improve retention, caseworker performance, and client outcomes, and to reverse the trend of de-professionalization.

The agency tracked retention rates for the program graduates and considers BSW retention excellent and MSW retention as less encouraging. However, the agency did not track retention of hires that were not part of the Title-IV-E program for comparison. MSWs reported low compensation, bureaucratic environment, lack of professionally credentialed supervisors, and lack of support for new workers as contributing to their turnover. They also measured whether program participants performed better on the examination of child welfare knowledge and found a large difference among the BSW group and no real difference in exam performance among the MSW group. Supervisors reported that new hires who participated in the program were able to take on cases more quickly than other new hires.

Other Comments

This article is relevant and helpful. The Fox, Miller & Barbee article describes a similar program in Kentucky and that article provides more detailed information about implementation.

Article Citation

Gardner, D., Foos, M. H., & Hesketh, B. (1995). Realistic job previews: Information processing and the accuracy of self-assessment. *Australian Psychologist, 30*(1), 64-70.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The purpose of the studies examined in this article was to determine how information processing might affect the accuracy of self-assessment in using realistic job previews. The authors worked from a knowledge base that realized that an individual's information processing can influence how they read things. Ideally, a good realistic job preview should include both positive and negative aspects of a job. Also, ideally, a reader should be equally attentive to both the positive and negative points. However, some studies have shown that a person's information processing will affect what they read. For instance, a person might pay more attention to the positive aspects of a job that they may intend to have, while focusing on the negative aspects of jobs that seem less attractive initially. Therefore, the studies in this article looked at how the information contained within realistic job previews is utilized.

The first study indicated that subjects did use realistic job preview information in a useful fashion. The study showed that more information was sought about a task that the subject would be doing than those he/she would not. In addition, both positive and negative information was sought. This indicates that prior opinion did not hinder proper information processing. The second study seemed to confirm that information processing does not impede the utilization of realistic job previews. This would indicate that realistic job previews may be a good way to assist people in deciding what jobs might be fitting for them.

Other Comments

Article Citation

Gibbs, J. (2001). Maintaining front-line workers in child protection: A case for refocusing supervision. *Child Abuse Review, 10,* 323-335.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This article addresses the importance and necessity of a change in the approach to supervision of child welfare front-line workers. Gibbs argues that because of the emotional stress workers must deal with on a daily basis, supervisors must acknowledge workers' stress, help to build workers' resiliency, and understand adult learning theory in order to support workers' learning and critical thinking on the job. In order for this to occur, the author argues, there must be an organizational shift in priorities to create a culture of supportive supervision.

The report focuses on a study done in rural regions in Australia, and findings illustrate the current model of supervision gives insufficient attention to the emotional intrusiveness of child protection work, to building resilience, and the importance of adult learning theory. The author recognizes the importance of supportive supervision, particularly at the empathic level, as opposed to simply the task-master level. An organizational change must occur in order to refocus the supervisor's role as one of showing that workers are valued, acknowledging and discussing the emotional impact of the work, and promoting effective adult learning methods to properly prepare workers.

Other Comments

Article Citation

Glisson, C., & Hemmelgarn, A. (1998). The effects of organizational climate and interorganizational coordination on the quality and outcomes of children's services systems. *Child Abuse and Neglect, 22*(5), 401-421.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention
X	Organizational Development

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article speaks to the ongoing issue of service provision in the child welfare field. It examines the study of an innovative pilot program in Tennessee to improve children's services by reconfiguring the interorganizational mechanisms used to coordinate services. The study looked at service quality under which falls comprehensiveness, continuity, and responsiveness. It also looked at services coordination which includes service authorizations, responsibility, and monitoring. In addition, organizational climate, interorganizational relationships, and county demographics were examined. The outcome identified as being the most important is that children are served better by organizations with positive climates. Other findings included: improved service quality does not mean better outcomes, organizational climate effects both service quality and outcomes, and increased service coordination decreases quality. The reason given for the third finding is that responsibility was always assumed to fall on someone else, and things were not taken care of. Therefore, the study concluded that service effectiveness is related to much more than organizational climate.

Other Comments

Though this article does not specifically pertain to employees, it can be related to them. Organizational climate is often cited as being influential in employee job satisfaction. In addition, it might be assumed that more positive child outcomes have something to do with employee satisfaction and possibly retention as well.

Article Citation

Graef, M. (2002). *Developing and implementing a realistic job preview.* PowerPoint presentation to the NSDTA Conference in Nashville, TN, November 2002.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This presentation focuses on four different topics of the realistic job preview (RJP): realistic recruitment, defining an RJP, developing an RJP, and implementing an RJP. Graef uses the Nebraska Health and Human Services System's development process as an example. Graef also provides NHHSS evaluation results of the statewide implementation. A brief overview of the definition, function, benefits, and development and implementation of an RJP is also attached.

Other Comments

Article Citation

Graef, M. I. & Hill, E. L. (2000) Costing Child Protective Services Staff Turnover. *Child Welfare, 79*(5), 517-533.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The article provides a detailed overview of a model used by one Midwestern state to calculate the costs over one year to the child welfare agency directly attributable to CPS staff turnover. The paper includes the formulas and processes used to calculate the costs. The model identifies three cost elements directly related to CPS staff turnover: separation (processing employees out of the agency), replacement (recruiting new employees), and training new employees. The agency calculated an average *per vacancy* cost of $10,000 (1995 dollars). The authors state that the cost of turnover can be reduced by using better recruiting methods such as realistic job previews and more sophisticated applicant screening measures.

Other Comments

This article is very useful and provides detailed information about the factors that were considered and the formulas that were used.

Article Citation

Graef, M. I., & Potter, M. E. (2004, June). *Factors related to turnover and retention of child welfare staff: Research-based implications for practice.* Paper presented at the Children's Bureau Biennial Child Welfare Conference: Focus on Evidence-Based Practice; Washington, D.C.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

In an attempt to evaluate and summarize findings from several research studies related to retention of child welfare staff, Graef and Potter have established three categories of factors in which to group research findings: the job, the person, and the environment. These categories can be applied to both turnover issues, as well as solutions to turnover issues.

Within the job category, issues to be considered are job redesign/job enrichment and compensation. Issues related to the person include a realistic job preview, personnel selection, and socialization/orientation activities. Environmental factors include supervision and benefits.

Each of these issues are empirically supported by the research findings gathered by the authors. They are broken down into more specific points in the PowerPoint presentation that follows.

Other Comments

This article is very relevant to the project, and is a useful analysis of many different research studies. The supplemental PowerPoint is also very helpful and provides details about each factor.

Article Citation

Graef, M. I., & Potter, M. E. (2003). *Building a solid foundation for successful hiring, training, and performance management.* Lincoln, NE: Center on Children, Families, and the Law, University of Nebraska - Lincoln.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article, in outline format, highlights important points to consider when performing a job analysis. It first describes what a job analysis is, and its purpose. It goes on to describe how to conduct a job analysis, and how it can be used in successful hiring, training, and performance management.

There are specific points about how to conduct a job analysis, including identifying tasks for the job, the knowledge, skills, and abilities needed to perform the tasks, and how to integrate these into an accurate and useful job analysis. It further explains how to use a job analysis is selection, by listing factors to consider in measuring potential candidates, what training is needed, using performance appraisals effectively.

Other Comments

This outline is brief but useful. It contains specific points to consider, and provides examples. It specifically addresses issues in the child protection field.

Article Citation

Graef, M. I., & Potter, M. E. (2002). Alternative solutions to the child protective services staffing crisis: Innovations from industrial/organizational psychology. *Protecting Children, 17*(3), 18-31.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

An interview of CPS agencies across the country indicated that many invested minimally in the recruitment and selection of new employees despite the fact that studies have shown that effective recruitment, selection, and job placement is critical to training outcomes, job performance, and retention. The authors used principles from industrial/organizational (I/O) psychology to develop strategies for identifying candidates most likely to demonstrate high job performance and least likely to leave the agency. The authors partnered with the Nebraska Health and Human Services System (NHHSS) to complete a job analysis that looked at the critical job tasks and the knowledge, skills, and abilities required to accomplish those tasks. Then they created a standardized, structured hiring interview protocol to test for factors such as personality, situational judgment, cognitive ability, critical thinking, and organizational skills. In assessing turnover, they found that many staff left because of a poor fit and that many were not clear about the true nature of the job during the recruiting process. The authors advocate the use of a realistic job preview and, with NHHSS, created a 25-minute realistic job preview video. They found that the video helped increase applicant knowledge about the job and caused some to become more interested and others to become less interested. All CPS applicants are now required to watch the video early in the selection process and before the employment interview.

Other Comments

This article is directly relevant and very useful.

Article Citation

Graef, M. I., Potter, M. E., & Rohde, T. L. (in press). Recruitment and selection of child welfare staff. In F. Alwon, K. Greenhill, A. Reitz, & B. Schmitt (Eds.), *It's all about retention: Workforce strategies in child welfare.* Washington, DC: CWLA Press

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This chapter discusses different strategies—all of which have been supported by empirical research—that can be used to help child welfare agencies improve their recruitment and selection process. A job analysis is the first factor that is important in recruiting and selecting highly qualified candidates. A thorough presentation of how to develop a realistic job previews is also offered, as it is a growing movement in many organizations, as noted by the authors. Various selection techniques—both traditional and innovative—and their validity are discussed. In addition, the authors stress the importance of evaluating these tools and techniques in order to select the most appropriate ones for the agency. The authors also stress that the use of an industrial/organizational psychologist as a consultant in these processes is an essential component in developing tools that are customized to a particular agency's needs and unique issues.

Other Comments

This chapter provides very useful information and suggestions for recruitment and selection processes specifically for child welfare agencies. It also provides extensive current sources for documentation of research supporting strategies and techniques.

Article Citation

Graef, M. I., Potter, M. E., & Rohde, T. L. (2002). *Why do they stay? Research-based implications for practice*. Retrieved from Child Welfare League of America Website: http://www.cwla.org/programs/trieschman/2002fbwrecap.htm.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on the findings of a study about why child welfare workers choose to stay in their positions. The authors interviewed 38 CPS workers (in one state's system) who had above average tenure to learn more about the individual, environmental, and system factors that influenced their retention. The authors found a number of factors that influenced workers' decision to stay with the agency: commitment to the agency's goals and values, personal fit with the demands of the job, relationships with coworkers, tangible job benefits (e.g., pay), and cost of leaving (e.g., loss of income, loss of retirement benefits).

Other research studies have shown that the following factors cause workers to leave: poor supervision, working conditions, stress and burnout, alternative employment, lack of financial rewards, and lack of promotion opportunities. Research has shown that these factors are more important than salary, benefits, and caseload. Other studies on why workers stay have also cited commitment to mission, personal fit, coworker support, financial rewards, and cost of leaving, as well as supportive supervision, personal accomplishment, and work-family balance.

The paper contains a table of factors involved in retention and turnover with detailed recommendations on agency interventions. The detailed interview questions are also included.

Other Comments

This article is very useful. Note: the Cicero-Reese & Black (1998) article also reports on this same study.

Article Citation

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management, 26*, 463-488.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The article presents findings from a meta-analysis of employee turnover antecedents and provides a quantitative review of the predictive strength of these factors. The resulting predictive factors involved in employee turnover included job satisfaction, organizational commitment, job search, comparison of alternatives, withdrawal cognitions, and quit intentions. The authors also found that the following factors had a small to moderate effect on turnover: work environment, job content, stress, coworker cohesion, autonomy, leadership, and promotional opportunities.

Other Comments

This article is moderately helpful. The analysis focuses on employees in general and not specifically on human services or child welfare workers (many factors cut across job segments but some factors within human services may be unique). In addition, the article is dense and theoretical.

Article Citation

Gunderson, D., & Osborne, S. (2001, Winter). Addressing the crisis in child welfare social worker turnover. *North Carolina Journal for Families and Children,* 2-6.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article is a broad overview of the issues that cause employee turnover. The authors report on a survey of child welfare workers in North Carolina, by the North Carolina Association of County Directors of Social Services. The survey focuses on recruitment and retention activities, turnover rates, as well as issues about job satisfaction and retention. Results showed very high turnover rates and found aspects of workers' job satisfaction similar to those found in much of the literature on this subject. In response to this survey, the Association created a Social Worker Turnover Summit, from which 90 recommendations were developed to help alleviate the crisis.

Other Comments

This is a brief and readable article on many of the major factors that influence workers' job satisfaction. It is a good overview of the topic.

Article Citation

Hammond, S. A. (1998). *The thin book of appreciative inquiry* (2nd ed.). Plano, TX: Thin Book Publishing Co.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This short book defines the concept of Appreciative Inquiry (AI) and discusses what the first steps are when considering applying this theory to an organization. The basic theory is that when considering change in an organization, rather than looking for what is wrong, focus on what is working. Approaching organizations with an appreciative eye begins with an "inquiry [that results in] a series of statements that describe where the organization wants to be, based on the high moments of where they've been. Because the statements are grounded in real experience and history, people know how to repeat their successes." The author goes on to provide a guide on how to approach the process of AI.

Other Comments

This is an interesting approach to change management. The author provides a clear and comprehensive description of AI. *Lessons from the Field: Applying Appreciative Inquiry* contains further descriptions of applying theory and includes case examples.

Article Citation

Hammond, S. A., & Royal, C. (2001). *Lessons from the field: Applying appreciative inquiry* (Rev. ed.). Plano, TX: Thin Book Publishing Co.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This book is a compilation of articles that include several case studies on the application of Appreciative Inquiry (AI), and an extensive description of the application of AI theory. The case studies focus on a public school system, a university, and a hospital. In addition, five community-wide initiatives that used AI in rebuilding and improvement efforts are discussed. The section on how an organization gets started includes a discussion of the theory, planning exercises, sample exit interviews, and different ways to approach and learn AI.

Other Comments

This book is a logical continuation of the *Appreciative Inquiry* book by S. A. Hammond.

Article Citation

Harris, N. & Middleton, S. (2000). *Utah DCFS turnover study*. Unpublished report.

Categories

	Focuses mainly on:
	Recruitment
	Selection
x	Retention

	Article reports on:
x	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The GSSW was commissioned by DCFS to conduct a study to address staff turnover. The study included current and former employees. Methodology included a survey of current staff that contained two ratings for several factors, one rating the importance of the factor, the second for the presence of the factor in the system. The survey also contained a number of open-ended questions. Former staff participated in a briefer, open-ended survey. A 10% random sample of staff would have been 212. 111 completed the survey. 200 former staff agreed to participate in the survey, only 37 completed the survey. Findings identified critical issues of low salaries and poor morale as effecting retention. Research indicated the Utah workers' salaries were significantly lower than surrounding states (2000 pay levels for Colorado and AZ are included in the report). Issues of supervision, staff resources, workload, and a supportive internal environment were also addressed. Authors believed DCFS could readily address issues related to poor staff morale. Larger issues such as increasing pay scales, developing resources (including community partnerships) were more complex and would take longer to accomplish.

Other Comments

It is helpful to see another state's approach to this issue. Of particular interest is the use of the two ratings for the factors. It seems there is considerable benefit in comparing the importance of the factor, versus the presence of the factor.

Article Citation

Hart, E., & McKenna, L. (1998). People: A "natural" resource for the oil and gas industry. *Oil & gas investor,* 2-6.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The oil and gas industry faces many workforce challenges. There is a shortage of skilled labor that is exacerbated by the industry's negative image. The industry has found that younger workers have different attitudes and expectations and are less loyal to their employers than older workers. The authors argue that retaining employees takes more than just increasing salaries. They advocate the use of practices such as risk sharing, sourcing skilled workers, retention programs for strategic/core staff, less vertical career paths (movement doesn't have to mean going into management), organizational changes (e.g., streamline operations, allow for more worker flexibility), and leveraging commitment.

Other Comments

Some of the work force issues in the oil and gas industry parallel those in the child welfare system.

Book Citation

Harvard business essentials: Hiring and keeping the best people. (2002). Boston: Harvard Business School Press.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Book Summary

This book discusses in detail how to create an effective hiring process and strategies to keep good employees. It first offers suggestions in developing realistic job descriptions and evaluating candidates. Details are discussed regarding hiring recruiters, using online recruiting, psychological testing, among others. Once the best candidates are hired, strategies are offered to retain those employees. It addresses developing an employee's talents, recognizing problematic workplace issues, and recognizing employee burnout. Other interesting points that are discussed include "when all else fails" and good employees leave, performing exit interviews to gain insight into their views on the work environment; how to keep former employees in a company's "orbit" in order to later develop potential business with the employees' new company; and even hiring former employees.

Other Comments

Book Citation

Harvard business review on finding and keeping the best people. (2001). Boston: Harvard Business School Press.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Book Citation

Harvard Business Review on managing diversity. (2001). Boston: Harvard Business School Publishing.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Book Summary

This book contains eight articles on various subjects surrounding diversity in the workplace. The first article, on affirmative action, agues that this concept is outdated; that a new approach to diversity must be practiced—one in which women and minorities need an "upgrade," not a "boarding pass," to better reflect the realities of today's workforce. An article on managing diversity discusses how organizations should focus on an "access and legitimacy" paradigm, which celebrates differences, rather than the "discrimination and fairness" paradigm, which focuses solely on recruitment and retention goals. Glass ceilings are also discussed, and how gender discrimination in the workplace may not be overt, but they are deeply embedded, and what employees can do to overcome them. The fourth article discusses flexibility in the workplace, and how many companies have been caught in the trap of being "family-friendly" and allowing flexibility for workers with children, while not extending the same flexibility to those without children.

The subject of the next article is on the benefits of mentorship, and how minorities can benefit greatly and move up to top levels of management as a result of having strong mentorship. Another article, written 17 years earlier, is about an outward bound experience of executive-level men and women. Harvard Business School recently asked the participants to comment on how their circumstances have changed since that experience. The seventh article discusses how organizations can create a better culture for female employees, thus increasing their retention. The final article focuses on the issues of sexual diversity in the workplace.

Other Comments

This book has interesting and relevant articles about many issues of diversity in the workplace. Some articles may be of more use than others.

Book Citation

Helfgott, K. P. (1991). *Staffing the child welfare agency: Recruitment and retention.* Washington, DC: Child Welfare League of America.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book is a result of the Child Welfare League of America's Biennial Implementation Staffing Subcommittee, and offers several methods found successful in improving recruitment and retention. Several areas are discussed including problems facing child welfare agencies, and factors within the workplace which can be improved to increase retention.

Issues such as workload, lack of resources, lack of trained workers, and a negative public image are acknowledged. Research, surveys, and statistical analyses are used to further emphasize the importance of these issues. The authors offer several ways in which to improve agencies' performance by focusing on such things as screening and interviewing, new staff orientation, training and development, improving benefits, and examining ways to redistribute workload. Each factor is supported by anecdotes that describe agencies' creative solutions to these issues.

The final chapter is dedicated to checklists which help agencies identify workplace issues, and also provides a sample job satisfaction survey, an exit interview, and a worksheet for agencies to calculate turnover and vacancy rates.

Other Comments

This book is very helpful as a basic guide for agencies to identify problems and solutions in recruiting and retaining child welfare staff. Despite the fact that it was written over 13 years ago, the issues discussed are all still very relevant for agencies today.

Article Citation

Hopkins, K. M., & Mudrick, N. R. (1999). Impact of university/agency partnerships in child welfare organizations, workers, and work activity. *Child Welfare, 78*(6), 749-774.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article presents findings of a qualitative study on the effects of a Master of Social Work education on child welfare workers. Specifically it addressed the changes in personal behavior, structure, and technological organization. Focus groups consisting of 26 child welfare workers in both rural and urban counties in New York, who had or were close to obtaining their MSW, were surveyed. In addition, focus groups with agency supervisors were conducted to record their perceptions of the changes in their workers. Both groups reported areas of change within the workers' behavior and self-perception, and to a lesser extent organizational and technological change.

The authors emphasized that with workers' newly acquired skills and knowledge, agencies that have supported their education must also support their efforts to use their education for new ideas and finding creative solutions to problems. Workers and supervisors noted other challenges for the university-child welfare partnership, including a need for curriculum to be supportive of experienced students, and that students should be placed outside their own agency for more learning opportunities, among others.

Other Comments

Despite the limitations of this study (small sample size, exploratory in nature), it provides insightful points of view of the benefits and challenges to workers who participate in university-child welfare partnerships and to the supervisors who support them.

Article Citation

Howard, B. & Gould K. (2000). Strategic planning for employee happiness: A business goal for human service organizations. *American Journal of Mental Retardation, 105*(5), 377-386.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

Employee happiness can affect retention and job performance and the performance of the organization overall. As such, the authors argue that employee happiness should be a business goal stated in the strategic plan and that a special project team should be responsible for ensuring employee satisfaction. The authors outline steps that can be taken to realize the objective of making employee happiness a business goal and provide examples of practice implemented at their own May Institute. The steps include: (1) understanding the employee (e.g., lifestyle, values, goals, cultural competence, diversity); (2) understanding the social, political, and economic environment in which the organization operates; (3) creating the organizational culture for employee happiness; and (4) supporting employee happiness (e.g., staff input, staff satisfaction surveys).

Assessments at the May Institute revealed that employee happiness there is linked to seven areas: being valued, job success, achievement of career goals, opportunity for professional development, accommodations for individual difference, recognition of achievement, and personal support. It is critical that management recognize workers efforts since clients often cannot or do not.

Other Comments

This article is relevant and useful but some of the recommendations are resource-intensive.

Article Citation

Iglehart, A. P. (1990, December). Turnover in the social services: Turning over to the benefits. *Social Service Review*, *64,* 649-657.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The authors distinguish between functional turnover and dysfunctional turnover and argue that turnover can have benefits for both workers and clients. Agencies should adopt practices in order to adapt to turnover and minimize organizational disruption. Turnover can benefit the agency by weeding out employees who are burned out and performing poorly and those who are not a good fit. Some positions are meant to be entry-level stepping stones and turnover can benefit workers who will be moving to more advanced positions. It is important for agencies to recognize that all turnover is not the same and that turnover is not always negative. Retention programs will waste resources if they focus on functional or unavoidable turnover. They should focus instead on dysfunctional, avoidable turnover.

Other Comments

This article provides a different perspective to turnover and is interesting and useful.

Article Citation

Illinois Department of Children and Family Services. (1999). *Annual report to the general assembly.*

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

The Illinois Licensure Program developed in 1998 a direct child welfare service employee license. All child welfare employees were required to "demonstrate sufficient knowledge and skills to obtain and maintain the license." Basic competencies, in the areas of interviewing, assessment, documentation, court, policy/history, values/professionalism, human behavior/development, service planning, diversity, and general casework practice were established as basic and essential duties for a direct service worker to perform. For each of these competencies, a comprehensive list details the tasks of a direct service worker, and the cognitive, behavioral, and affective competencies that each worker is expected to demonstrate for each of those tasks.

Other Comments

The information on the specific competencies required of direct service child welfare workers is very detailed and comprehensive. The competencies would be useful as a guide when recruiting, selecting, and retaining qualified workers.

Article Citation

Johnson, C. (2004). Upgrading the workforce: Three more successes. *Advocasey, 6*(1), 34-37.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This paper provides case studies about recruitment, retention, and training initiatives at three social services agencies. Northwest Youth Services in Bellingham, Washington reduced turnover of frontline workers from 72% to less than 15% for full-time workers and 30% for part-time workers by enhancing salaries and benefits, reducing caseloads, providing more training opportunities, improving supervision, and increasing internal promotion opportunities. Youth Villages, a residential treatment center, improved recruitment and retention through intensive recruiting efforts on college campuses and the Internet, comprehensive supervision, and generous education benefits (cover tuition for up to two classes per semester towards a bachelor's or master's degree). Through these efforts, turnover has been reduced from 60% to 40%. Smart Start and WAGE$ improved the quality of its child care workforce by providing increased access to and salary incentives for participation in training and education opportunities. The percentage of Smart Start child care workers with college degrees or early childhood education credit climbed from 41% to 82% and overall turnover fell from 41% to 31% from 1993 to 2001. Of those who participated in the WAGE$ education program, turnover was 16%.

Other Comments

This article provides useful examples of successful initiatives.

Article Citation

Jones, L. (2002). A follow-up of a Title IV-E program's graduates' retention rates in a public child welfare agency. *Journal of Health & Social Policy, 15*(3/4), 39-51.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article looks at retention among California Title IV-E MSW Child Welfare Program graduates at a California public child welfare agency. The study found that Title IV-E graduates were more likely to stay on the job longer than non-Title IV-E graduates but the findings were statistically significant. Other factors related to higher retention were having an MSW or other master's degree and being bilingual (Spanish), having past experience as an eligibility worker, and having left the agency and then come back to be re-hired.

Other Comments

This article is relevant and provides a quantitative analysis of factors related to retention but the results do not provide any concrete direction.

Book Citation

Kaye, B., & Jordan-Evans, S. (2002). *Love 'em or lose 'em: Getting good people to stay.* San Francisco: Berrett-Koehler Publishers, Inc.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Book Summary

This easy-to-read book focuses on the issues of retention. The authors discuss how to create a positive working environment as well as positive working relationships. They offer the reader questions to ask and steps to take to address specific issues within the work environment, such as supporting workers' growth, information sharing, micromanagement, and rewarding workers, among others. Several anecdotes are given throughout each chapter; some are from employees who discuss why they left their company, others describe companies' solutions for increasing worker productivity, morale, etc.

Other Comments

This book is very easy to read, and is also an interesting read. It provides insightful and creative ideas on how to retain workers, and is universal enough that it can be applied to any organization.

Article Citation

Kiraly, M. (2001). Choose with care: A recruitment guide for organizations working with children. *Child & Youth Services, 23*(1/2), 81-121.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article focuses on recruiting methods in order to avoid child sexual abuse among child welfare workers. The article revolves around creating an "aware culture" in the workplace. This includes clear boundaries in staff relationships with children, outside accountability, adequate staffing and supervision, and attention to children's rights. A majority of this article outlines hiring practices in detail in reference to the avoidance of hiring persons who might commit child sexual abuse. There are several elements of recruitment discussed such as allowing for time, training staff in selection, personnel knowledge, distrust of conventional wisdom, using multiple indicators, screening vs. selection devices, and Equal Opportunity Employment practices. The author also expresses the importance of follow-up procedures such as proper induction, training, support, supervision, and an open culture.

What follows this introduction is a detailed outline of the hiring process including job descriptions, interviewing, reference checks, selection committees, and follow-up work. Each of these aspects of hiring is discussed in relation to avoiding perpetrators in the workplace.

Other Comments

This article, though interesting, may not pertain to the precise recruitment and retention issues being examined by this grant.

Article Citation

Kleinpeter, C., Mayers Pasztor, E., & Telles-Rogers, T. (2003). The impact of training on worker performance and retention: Perceptions of child welfare supervisors. *Professional Development: The International Journal of Continuing Social Work Education, 6*(3), 39-49.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a survey of supervisors in the Los Angeles County Department of Children and Family Services. The study consisted of demographic questions and questions regarding their perceptions about the impact of training on workers' performance and retention. The top three training topics supervisors viewed as most likely to impact performance were 1) risk assessment, 2) policy, and 3) stress management. The top three training topics supervisors viewed as most likely to impact retention were 1) stress management, 2) conflict management, and 3) policy.

Supervisors were also asked about other issues impacting retention, and if they were more or less important than training. In addition, they were asked about their perceptions of the value of training on specific topics, such as whether mandatory training is helpful, are workers re-energized after training, and if supervisors had more training would it impact worker performance and retention. The authors found that supervisors perceive that realistic caseloads and quality supervision are more important to worker performance and retention than training.

Other Comments

This is a very useful article for the project; it provides a unique view of supervisors on the topic of worker performance and retention.

Article Citation

Kraus, A. (2000). Changing personnel practices to support health and human service reform [electronic version]. *Policy & Practice of Public Human Services, 58*(2), 19-26.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

Health and human services leaders must reevaluate their hiring and retention practices in order to address the high turnover that is so common to the field. Kraus believes that a major reform needs to take place in order for health and human services to successfully hire talented workers who will remain on the job.

There are five areas in the hiring process that administrators and managers need to focus on. The first step is to define job qualifications well. Kraus believes eliminating unnecessary requirements for certain positions will reduce turnover. Second is to recruit aggressively by using non-traditional resources within the community. Third, screen applicants carefully. Eliminating traditional ways of screening such as test scores and civil service lists will improve and expedite the screening process. Fourth, streamline hiring processes. This ties in with screening procedures; timeliness is key to hiring qualified workers when there are staff shortages. Finally, begin a retention campaign by making an effort to support workers so that they can perform to the best of their abilities.

Other Comments

This article is useful; it provides some detailed case samples of states/organizations that have successfully changed recruitment/retention practices, and offers several steps to achieve these goals.

Article Citation

Landsman, M. (2001). Commitment in public child welfare. *Social Service Review, 75*(3), 386-419.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Landsman presents findings from a study to understand the factors that contribute to the job satisfaction of Missouri public child welfare employees and their commitment to their agencies and field of practice. Her construct was derived from the occupational sociology literature and used causal modeling to understand the relationships between independent and dependent variables. Three sets of factors affect attachment to the organization and to the occupation, namely, structural features of the work environment, job stressors, and professional identification. Results are somewhat intuitive, and found relationships such as job satisfaction strongly influences organizational commitment and organizational commitment predicts occupational commitment. Child welfare employees who are satisfied with their jobs are more strongly attached to their organization and are more likely to stay with their organization as well as remain in the child welfare field. In turn, job satisfaction is most strongly influenced by support from their immediate supervisor and opportunities for advancement within their organization. Finally, the strength of an employee's service orientation strongly influenced commitment to public child welfare.

Other Comments

There is nothing particularly surprising in this article. It validates intuitive thinking about retention. Note: no instrument was attached (though Miriam indicated that it was in her article).

Article Citation

Lee, R., & Ashforth, B. (1993). A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior, 14,* 3-20.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The authors evaluated a model of managerial burnout on human service supervisors and managers in order to build on existing models and apply them to the human services sector. They found that emotional exhaustion plays a key role in the burnout process. Factors found to contribute directly to emotional exhaustion included job and life satisfaction, time spent with clients and employees, and role stress. Autonomy and social support were shown to have an indirect effect on exhaustion. Supervisor exhaustion impacted depersonalization, helplessness, professional commitment, and turnover.

Other Comments

This article is somewhat helpful since it describes a study set in the human services arena but it is academic in tone and light on practical implications.

Article Citation

Leslie, B., Aring, M. K., & Brand, B. (1997). Informal learning: The new frontier of employee & organizational development. *Economic Development Review*, *15*(4), 12-18.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The Teaching Firm Project worked with six corporations in six states to analyze the role of informal learning (learning with no predetermined or specific process). The researchers found that many critical skills that increase worker and company productivity are learned informally and that this informal learning constitutes a majority of the learning that takes place in the workplace. They found that this informal learning took place during routine social and work activities where employees interact and share ideas. Organizational culture influences the extent of informal learning.

Other Comments

The article discusses informal learning within corporate and educational settings but there is relevance for child welfare workers as well.

Article Citation

Lieberman, A., Hornby, H., & Russell, M. (1988). Analyzing the educational backgrounds and work experiences of child welfare personnel: A national study. *Social Work, 33*(6), 485-489.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The primary purpose of this study was to examine the educational backgrounds of public-sector child welfare workers and compare this to data collected 10 years earlier to discern any changes in educational preparation. A secondary purpose was to assess the relationship of educational background to perceived preparedness for child welfare work. Over 5,000 workers' surveys from 16 states were evaluated.

Workers were asked about their perceived educational preparedness for myriad factors, such as assessing risk, case planning, child development, counseling, attachment, and preparing testimony. Respondents were designated by their educational degree. Overall results showed that respondents rated themselves lower in preparedness in skill areas (such as selection of adoptive parents and serving sexually abused children) and higher in knowledge areas (such as child development). The authors suggest that public sector child welfare agencies must increase efforts to recruit BSWs and MSWs, who are better prepared for social work practice. The authors noted the large proportion of nonsocial work degrees compared to BSW personnel across states.

Other Comments

While this study is 13 years old, it does contain data that are still relevant today. The importance of recruiting workers with social work degrees is shown in this research study.

Article Citation

Light, P. C. (2003). *The health of the human services workforce.* New York: New York University, Wagner School of Public Service. Retrieved from: http://www.aecf.org/initiatives/hswi/cps_final.pdf.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The article describes the results and implications of a national survey of child care, child welfare, youth services, juvenile justice, and employment and training workers. Respondents expressed frustration with burnout, low pay, underperforming colleagues, and lack of community support, but also commitment to the people they serve and the mission of their work. Almost half of the workers surveyed said they felt unappreciated. Two-thirds reported that their organizations were good places to work but that they also felt frustrated. The report indicates that workers are motivated, which is positive, but that there are serious challenges in the area of: workload, training, recruitment and retention, access to needed resources, rewards for performance, and community support.

Other Comments

This study is helpful and relevant. The report provides detailed analysis of workforce indicators and also provides a copy of the survey used.

Article Citation

Louis, M., Posner, B., & Powell, G. (1983). The availability and helpfulness of socialization practices. *Personnel Psychology, 36,* 857-866.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article focuses on what kinds of socialization practices were available to new employees of an organization, to what extent new employees viewed those practices as helpful to their becoming effective employees, and how were the availability and helpfulness of those practices associated with subsequent newcomers' job satisfaction, commitment, and tenure intention. Practices included such things as formal orientation, peer support, supervisor supports, and offsite residential training.

Rated highest as important socialization aids were interactions with peers, the next highest was supervisors, and then senior coworkers. Interaction with peers was also the most available socialization aide. In addition, peer socialization was significantly correlated with job satisfaction, commitment, and tenure intention.

Other Comments

This study give an interesting view of different types of formal and informal socialization practices, and how they are viewed by new employees. This article is useful in discussing new areas of retention practices.

Book Citation

Lundin, S. C., Paul, H., Christensen, J., & Strand, P. (2002). *Fish! tales: Real-life stories to help you transform your workplace and your life.* New York: Hyperion.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book explores how the "Fish!" tenets of – *Play, Make Their Day, Be Present, and Choose Your Attitude,* are operationalized in four diverse work environments. The organization or unit's efforts result in improved retention, customer service, salesmanship, and teamwork. The end of each chapter provides "small bites," which are short and concise ideas and examples for implementing the tenet highlighted in that chapter. The final section of the book provides a structured, 12-week personal approach to integrating the four "Fish!" tenets into life, work, and relationships.

Other Comments

Book Citation

Lundin, S. C., Paul, H., & Christensen, J. (2000). *Fish! A remarkable way to boost morale and improve results.* New York: Hyperion.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

The book describes the workplace tenets of the world-famous Pike Place Fish market in Seattle. Their successful work environment is based on the following four tenets: Choose Your Attitude, Play, Make Their Day, and Be Present. Described as a "parable," and written using an invented case example of a new manager to a struggling division within *First Guarantee Financial*, this book follows the process of how these tenets can positively impact employee morale, retention, and customer service. The manager structures a team focusing on each tenet and the employees enthusiastically and creatively use the tenets in a concrete way to change and improve their division.

The book offers an overview of the "Fish" philosophy and provides some practical examples of how the concepts can be operationalized.

Other Comments

Article Citation

Maine State Bureau of Human Resources, Child Welfare Training Institute, & Bureau of Child and Family Services. (1999). *Child welfare caseworker screening materials contents.*

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This is a compilation of screening materials developed by staff of the Maine State Bureau of Human Resources, Child Welfare Training Institute, and Bureau of Child and Family Services. The materials were revised and improved after four years of research and input of child welfare supervisors who have frequently performed interviews. The new targeted screening process takes a competency-based approach to "identify those behaviors that characterize outstanding caseworkers and to screen for those behaviors." A comprehensive list of entry-level competencies and behavioral indicators, and several interviewing and screening tools are included.

Other Comments

Article Citation

Malm, K., Bess, R., Leos-Urbel, J., Green, R., & Markowitz, T. (2001). *Running to keep in place: The continuing evolution of our nation's child welfare system.* Washington, DC: The Urban Institute.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This report by the Urban Institute (UI) discusses the current issues facing child welfare agencies. This study came about as a result of the UI's study in 12 states of how national welfare reform is affecting child welfare. UI found that, while welfare reform did impact child welfare agencies, the topic was "overshadowed by more urgent, more direct challenges to child welfare." They define the system as crisis-oriented and unstable, and discuss several issues agencies face today, such as the impact of constantly changing policy and procedures, the impact of ASFA on workers' increased time spent in court, frequent changes in leadership and mission, increased workload and paperwork, turnover, and resource availability, among others.

As a result, workers often have less time to spend with families, and the authors stress that some perceive the increased focus on accountability and documentation as more important than face-to-face contact with families. Often it is reforms with the best intentions that ultimately end up hurting child protection practice.

Other Comments

This is a very good, comprehensive overview of some of the important issues that are facing child welfare workers. It does some provide some brief case examples of how some states are addressing these problems, however it focuses mostly on problems and not solutions.

Article Citation

The manager's guide to hiring and retention. (2001). *Harvard Management Update.* Boston: Harvard Business School Press.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Martin, M., Barbee, A., & Antle, B. (2003, Spring). Child and Family Service Reviews: Preliminary results and implications for training. *National Resource Center on Child Welfare Training & Evaluation Working Paper #4.* University of Louisville, KY: NRC-CWTE. Retrieved from http://olav.usi.louisville.edu/nrc/monrept/monohome.htm .

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The authors analyze many factors related to ASFA and CFSR outcomes. Past research has shown that recruitment and retention issues can contribute to suboptimal outcomes. Supervisor support and IV-E stipend programs have been shown to reduce turnover. Turnover is related to job complexity, lack of control, and lack of resources for families with substance abuse issues.

Other Comments

The article is a good review of factors that affect ASFA outcomes but the majority of the content is not directly related to recruitment and retention of child welfare workers.

Article Citation

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology, 52*, 397-422

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Burnout results from chronic job stress and is characterized by exhaustion, cynicism, and inefficacy. One model looks at the fit between a person and six domains of the job environment (workload, control, reward, community, fairness, and values) and proposes an inverse relationship between fit and burnout. Other researchers have looked at solutions aimed at changing the person versus changing the organization. Further research is needed to understand the nature and causes of burnout and solutions.

Other Comments

This is an academic article which discusses 25 years of burnout research. The article is interesting and thorough but also long and academic in tone.

Article Citation

McCartt Hess, P., Folaron, G., & Buschmann Jefferson, A. (1992). Effectiveness of family reunification services: An innovative evaluative model. *Social Work, 37*(4), 304-311.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The Professional Review Action Group (PRAG) model reviews cases of disrupted family reunification, and its implementation is described in this article. This model was conducted on all families in a metropolitan area in Indiana who were reunified with their children after being placed in foster care, and then had children removed a second time. The authors found several problems related to placement reentry. The most frequent issue was the problems of parents, who often were facing multiple, serious, and chronic problems. There were also issues with service delivery, such as incomplete assessments that left problems unidentified, and no follow up on court orders or other case plan items. Lack of resources for agencies, including lack of qualified staff, lack of time, and high turnover all affected reunification. The authors found that 73% of all cases in this county in Indiana had been served by five or more caseworkers. In addition, agency policies and procedures often were not specific enough to guide workers in reunification practice, or they inhibited good practice.

The authors conclude that the PRAG model's findings suggest that policy that affects permanency planning needs further refinement and clarification. In addition, it highlights the need for consistent and sufficient resources at the agency level. The authors conclude that the PRAG model is an effective tool for understanding problems with reunification efforts.

Other Comments

This primary topic of this article is not recruitment and retention, however it is very informative in describing how children and families can be greatly affected by problems of recruitment and retention of workers.

Article Citation

Mendel, D. (2004). Who's taking care in Greenville? *Advocasey, 6*(1), 4-15.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

The state of South Carolina has instituted reforms to improve the recruitment, retention, and quality of its human services workforce. In the mid-1990s the centralized Office of Human Resources reduced the number of job titles and collapsed pay grades into broader bands so that local supervisors could have the flexibility to adjust roles and compensation according to needs and performance. The state also created an Employee Performance Management System that awards salary increases partially on the basis of achievement of measurable goals. Recruiting practices were also changed to increase efficiency. The state ended a system that relied on civil service tests and utilized a slow centralized application process and instead gave local offices control over recruiting and hiring. Progress has been thwarted lately by state budget cuts that have left managers unable to give performance-based raises.

Other Comments

The article provides simplistic anecdotes about turnover but also provides useful examples of initiatives implemented in the state of South Carolina to improve recruitment and retention.

Article Citation

Meyer, L. (Oct, 2002) State incentive programs for recruiting teachers. Are they effective in reducing shortages? *Issues in Brief*. National Association of State Boards of Education.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Low salaries make teaching a less attractive field to many college graduates. However, wealthier districts that provide higher salaries and better working conditions rarely experience teacher shortages while high-poverty districts do. Turnover is also a major factor contributing to teaching shortages. States have used financial incentives to aid in the recruitment of K-12 teachers. The most popular programs are college scholarships, loan forgiveness, and signing bonuses. There has been little research conducted on the effectiveness of these incentives. This study showed that incentive programs are not necessarily aligned with the shortage areas that states have identified. The author recommends that states evaluate teacher workforce needs, target incentive efforts to shortage areas, and conduct research to evaluate programs. The report contains an overview of shortage areas and programs by state.

Other Comments

This report is a very specific overview of issues and state incentive programs related to teacher shortages. The article is focused mainly the lack of targeting and evaluation and not on outcomes or effectiveness of various programs.

Article Citation

Mor Barak, M. E., Nissly, J. A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and meta-analysis. *Social Service Review, 75*(4), 625-661

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The report looks at antecedents of intention to leave and turnover among child welfare, social welfare, and human services workers. The best predictors of intention to leave are: organizational commitment, professional commitment, burnout, and job satisfaction. The strongest predictor of actual turnover is intent to leave, followed by employment alternatives, job satisfaction, and burnout. Demographic characteristics were not a strong predictor of intent to leave or turnover, although age (being young), lack of experience, and lack of competence were the strongest predictors of intention to leave and turnover.

Other Comments

This article provides insight into factors contributing to turnover and potential areas for targeting solutions.

Article Citation

Moving toward a paperless environment. (n.d.). *Writing for the web*. Retrieved from http://www.personal.psu.edu/users/c/t/ctk133/persuasive.htm

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

The article describes some of the positive and negative features of converting a workplace to a paperless system. The author defines a paperless environment (according to the Office of the Inspector General of the U.S. Small Business Administration), and names a few of the challenges preventing widespread implementation: access, screen readability, security and legal questions. The Office of the Inspector General of the U.S. Small Business Administration reports that many are not yet satisfied that electronic transactions will be treated as legally authentic and binding in court, or that the legal system will recognize an electronically stored and signed contract in the same way as an ink-signed paper contract. This article explains how the Government Paperwork Elimination Act (GPEA) provides solutions to the legal issues.

Other Comments

While much of this article is a personal commentary and not useful, certain portions provide additional relevant detail and information about paperless systems, with solid web-based references to support the author's statements.

Article Citation

Napolitano, J. (2003). *Action plan for reform of Arizona's child protection system.*

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This document is Arizona Governor Janet Napolitano's action plan for addressing problems within Arizona's CPS system. This comprehensive plan was created by the Advisory Commission on CPS Reform, comprised of legislators, representatives from the courts, advocates, community providers, agency directors, and law enforcement. Seven subcommittees were also included in the development of the plan, which included foster and adoptive parents, child advocates, mentors, and other volunteers.

The action plan covers the following topics in detail: 1) response, 2) prevention, 3) mission and role of CPS, 4) delivery of services, 5) support for clients and service providers, and 6) increasing community involvement. Within each topic, several goals are outlined, their changes required (re: law/policy), and the timeframe. A monthly bulletin outlining the progress of the initiative is also included (and is available on the Department of Economic Security's website).

Other Comments

This CPS action plan is a detailed, useful resource of addressing "big picture" issues within the state child welfare system.

Book Citation

Nelson, B. (1994). *1001 Ways to reward employees*. New York: Workman Publishing Company, Inc.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book offers a plethora of ideas on how to reward employees. Nelson begins by prescribing a simple recipe for rewarding employees.

1. Match the reward to the person. Determine the personal preferences of the person who is receiving the reward or recognition.
2. Match the reward to the achievement. Customize the reward to take into account the level of effort put forth by the person. The reward should also take into account the money available to spend on it, the amount of time to plan and execute it.
3. Be timely and specific. The reward should be given as soon after the event as possible. Rewards given weeks or months after the event or achievement do little to continuously motivate employees.

The book then offers more than a thousand suggestions for informal and more formal rewards for employees. Real-life examples and applications are provided to help inspire individuals who may use this book to develop their own reward programs.

Other Comments

The content is applicable to child welfare and is a good desk reference for any supervisor and manager.

Book Citation

Nelson, B. (1997). *1001 ways to energize employees.* New York: Workman.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Using the same approach as his first book, *1001 Ways to Reward Employees*, Nelson presents simple techniques and activities to energize and motivate employees. Energizers are categorized into those appropriate for the individual, the team, and the organization. He presents his ideas through a plethora of examples and case studies that illustrate implementation. Examples of energizers include silly (but effective) ideas such as using kazoos instead of applause at company meetings or more serious approaches such as using self-managed, multi-layered teams. Some of the ideas are rather sophomoric aphorisms while others are cleverly elegant precepts.

Other Comments

A good idea book to have in the library.

Article Citation

Nelson, D. W. (2004). Who's taking care? Focusing on the human services workforce. *Advocasey, 6*(1), 2-3.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The workforces for child protection, child welfare, child care, youth services, employment counseling, and juvenile justice are characterized by instability, inexperience, inadequate training, inadequate pay, inadequate supervision, lack of resources, and lack of respect. Preliminary research at the Annie E. Casey Foundation indicates that the recruitment, retention, productivity, and morale of the frontline workforce, in addition to client outcomes, can be improved with pay scales and career tracks that reflect experience and performance, simplified hiring practices, manageable workloads, and improved training and supervision.

Other Comments

This article provides insight into the direction of further research and advocacy but is short and simplistic.

Book Citation

Nelson, G. (2002). *Open system management: Shifting the organization's culture: A self-assessment guide (Vol. 4).* New Bern, NC: Trafford Publishing.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This fourth volume of the Open System Management series addresses organizational culture by providing agencies guidance in creating a self-assessment dialogue. It is designed as a workbook to guide initial planning teams to prepare for beginning dialogues with the community. The book provides definitions of subtopics related to organizational culture, and provides questions for the self-assessment team to consider. An example of an agency's approach and other resources are also given for each subtopic. The book concludes by describing an open system management model.

Other Comments

The author asserts that a self-assessment is a critical step for an agency to shift its organizational culture where community members and employees use their empowerment to reach important goals together. This workbook is a useful and practical tool in that direction.

Book Citation

Nelson, G., & Cooke, L. G. (2002). *Open system management: Samuel's story (Creating a community safety net for families) (Vol. 2).* New Bern, NC: Trafford Publishing.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Book reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Volume Two addresses the work of transforming the human services culture that takes place outside the walls of the agency. This volume allows you to look at the system and its culture through the eyes of one family and its son Samuel. The story is about individuals, families, and a community and its social institutions coming together to support and strengthen families like Samuel's, while through the process the strengthening themselves.

This volume provides a powerful tool for conducting dialogues. The story entails an unfolding of Samuel's life and the story of his community follows the outline of a community self-governance dialogue. The goal is to show an appreciation for self-governance dialogue approach. It is a technique for engaging, repairing, and building relationships between and among a community's social institutions, business, faith, civic associations, neighbors, and families.

Other Comments

This volume looks at the system and its culture through the eyes of one family and their son Samuel. Using the principles and methods for the dialogue outlined in Self-Governance in Communities and Families (Nelson, 2000), individuals, families, their communities, and agencies come together to reflect on those practices and beliefs that support or do not support self-determination.

Book Citation

Nelson, G., & Salmon, M. A. (2002). *Open system management: The agency's story (Fostering collaboration within) (Vol. 3).* New Bern, NC: Trafford Publishing.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Book reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

Volume Three brings the work of shifting the human services culture within the public system itself. Often external community-building dialogues yield insights that lead to examinations of agency beliefs and practices. With this internal dialogue, management, line and support staff, and all program units from across the agency. The goal is for the agency to create its own vision, beliefs, and an approach to management that fosters collaboration and excellent performance.

In order to transform a public sector agency's culture and practices towards families, it requires work both inside and outside the organization. Inside work concentrates on work within the agency, while the outside work focuses on how to relate to the community. Both the inside and outside require assumptions, beliefs, ad values that make up the organizations true values and beliefs. The key to that is provided is an assessment of one's own organizational culture.

Other Comments

This volume will see the human services system come into the agency. An agency can better meet the needs of a community if it leads by example within its own agency.

Book Citation

Nelson, G., Salmon, M. A, & Howell, C.,. (2002). *Open system management: Assessing the human services culture (Vol. 1).* New Bern, NC: Trafford Publishing.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Book Summary

This book offers the tool and methodology for assessing the public human services culture presented here in Volume One, was developed with the support of a training grant from the Administration for Children and Families. The main focus of the series is on transforming the public sector culture so that services to children and their families are more community, family, and outcome oriented. Open System is a outgrowth of Self-Governance in Communities and Families (Nelson, 2000).

This volume provides a tool that helps human service organizations perform self-assessments. It is a systematic approach to changing the culture beginning with a self-assessment and followed by inclusive dialogues to help transform the culture. The tool was tested at four particular sites in three county departments of social services in North Carolina, and a follow-up was down for one of the departments.

Other Comments

The findings are used for the assessment of organizational culture to redesign the way they work with the community outside the agency or the use the findings to bring about changes within the agency itself (so they can model better values and practices internally to replicate to the community). The overall goal is the same creating a more open and responsive public service culture that better serves families.

Article Citation

A new retention strategy: Focusing on individuals. (2001). *Harvard Management Update: Harvard ManageMentor.*

Categories

	Focuses mainly on:
	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article posits the importance of "focusing on individuals" as a critical retention strategy. Ideas include hiring for retention, looking beyond skills to values and attitudes; the suggestion is to hire people who fit what you value. Another important factor is to give people a thorough and accurate description of the position; realistic job previews of both positive and negative aspects of the job. The second suggestion is to research and respond to what particular groups of employees want. Regular employee job satisfaction surveys should be conducted and tailored to each "group." The article suggests it is important to use the "stay (as opposed to exit) interview," to talk to people before they leave. A thorough cost analysis of the fiscal impact of turnover should also be conducted. Another recommendation is to structure the company in a way to allow choices; a so-called "cafeteria benefits" plan approach. The article provides numerous examples. The final suggestion for retention includes singling out people for special programs, creating tailored opportunities for individuals at all levels of the organization. Again, multiple ideas and examples are offered. The best approach to retention is that "Companies must find a way to know who their best are, figure out what those employees want and need, make sure they are getting it, and make sure they know they are getting it."

Other Comments

Good concrete ideas for retention.

Article Citation

New York survey instrument. (n.d.)

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Other Comments

Article Citation

Nickols, F. (2004). *Change management 101: A primer*. Distance Consulting. Retrieved from http://home.att.net/~nickols/change.htm.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article, an introduction to the concept of change management, was written for those "coming to grips with change management problems" or those who have lived it and wish to reflect on their experiences. Nickols first defines change management in three ways: the task of managing change, an area of professional practice, and a body of knowledge. The process of change is discussed in detail, by demonstrating how to view the change process in how, what, and why terms. How change is approached, using one of these three questions, mirrors management's mindset; wherever one is in the organization (e.g., upper management, support staff, systems/operations) will determine which question that person will focus on. Lastly, the author describes different types of skills and strategies which can be used to manage change. He emphasizes that there is no single strategy for change; those involved must determine which strategy or strategies are right for the organization.

Other Comments

This article covers the topic of change management in very broad terms. It may provide some useful overview of the concept only.

Article Citation

Nissly, J. A., Mor Barak, M. E., Levin, A. (2005). Stress, social support, and workers' intentions to leave their jobs in public child welfare. *Administration in Social Work, 29*(1), 79-100.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This is a study of public child welfare workers in an urban setting and their intention to leave their job. The study focuses on how the impact of social support on the relationship between two form of stress (stress related to organizational issues, and stress related to work/family conflict) and intention to leave. The results of the study revealed that levels of stress significantly related to intention to leave, and organizational stress showed a strong correlation, while work/family stress did not. It was also found that social support at work from supervisors and coworkers was more significant in negatively influencing intention to leave than was support from family. The authors suggest that organizations should consider individual- and organizational-level stress management programs, improved supervisor training, peer support groups, and smaller supervisor: employee ratios.

Other Comments

This article further helps in understanding workers' stressors and what impacts their decision to leave.

Article Citation

North Carolina Division of Social Services and the Family and Children's Resource Program. (2001). *Practice Notes, 4*(3), 1-8.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary :

This newsletter offers some general ideas regarding turnover and retention issues, both in North Carolina and nationally. A number of research studies are cited. The most beneficial part of the newsletter is several retention ideas generated by directors, administrators, supervisors and line workers from NC's county departments.

Other Comments:

Most of the research cited is either older or limited, but the retention ideas are worthwhile to consider as possible strategies.

Article Citation

O'Nell, S., Larson, S., Hewitt, A., & Sauer, J. (2001). *Realistic job preview overview.* Minneapolis: University of Minnesota, Institute on Community Integration.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

A realistic job preview (RJP) provides a balanced view of a job (both the positive and negative aspects) to an applicant. The outcome of an RJP can be a more qualified and informed pool of applicants, and reduction in hiring, training, and turnover costs. This overview provides an extensive table listing different methods in conducting an RJP. For each method listed, development and implementation considerations, cost effectiveness, and the pros and cons are provided.

Other Comments

This is an informative description of what agencies must consider when developing and conducting an RJP. It offers several different methods of RJPs, and is a useful tool for this project.

Article Citation

Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. From W. C. Borman & D. R. Ilgen (Eds.), *Handbook of psychology, volume 12: Industrial and organizational psychology.* Indianapolis, IN: Wiley.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This chapter discusses the historical and theoretical background and relationship between organizational culture and organizational climate. The author addresses culture and climate as two complementary constructs that reveal overlapping yet distinguishable nuances in the psychological lives of organizations. The author stresses that the study of these two constructs as separate entities is an important component in the study of industrial and organizational psychology. How an organization's culture and climate emerge and evolve ultimately influence worker's job satisfaction, customer satisfaction, and service quality.

The first part of the chapter review literature on culture and climate, and then examines the relationships between the two. An historical background for each construct is described, including the emergence and evolution of each.

Other Comments

This article is a very comprehensive analysis of organizational culture and climate; it is a useful and educational article on the complex concepts of industrial organization.

Article Citation

Packard, T. (1995). TQM and organizational change and development. In B. Gummer & P. McCallion (Eds.), *Total quality management in the social service: Theory and practice.* Albany, NY: Rockefeller College Press.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This chapter from the book *Total Quality Management in the Social Services* discusses in detail the application and implementation of Total Quality Management (TQM) in an organization. Specifically the author addresses several aspects of change that are important for a thoughtful and successful implementation. TQM is first explained as a large scale systems change, which includes an organization's culture, values, and belief systems. Worker perceptions and expectations are key in the success of TQM, and the author explores why organizations may find resistance and how to address it. Implementation of TQM is addressed in two ways: a model of a full scale, successful TQM implementation and transformation is presented, and further recommendations are provided based on a thorough literature review of TQM.

Other Comments

This is a very thorough exploration of TQM, and is very relevant to the project, particularly because this book's focus is on the social services.

Article Citation

Pasztor, E. M., Saint-Germain, M., & DeCrescenzo, T. (2002). *Demand for social workers in California.* Retrieved from California State University, Center for California Studies website: http://www.csus.edu/calst/government_affairs/faculty_fellows_program.html.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study looked at the need for social workers in California and the level of training required to meet their needs. The results indicate that the demand for social workers will continue to grow and that the state's schools of social work will be unable to meet the demands. The authors recommend that positions that do not require formal social work training do not have a social work job title and that the state increase incentives for social work education. They also call for improving the public image for social workers, improving working conditions (by reducing caseloads, providing flexible work schedules, and increasing support staff), and aligning compensation with job demands. The report provides a detailed overview of the study and data.

Other Comments

This is a comprehensive and useful study of the social work workforce in California.

Book Citation

Pecora, P., Briar, K., Zlotnik, J. (1989). *Addressing the program and personnel crisis in child welfare: A social work response.* Silver Spring, MD: National Association of Social Workers.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Book Summary

This technical assistance report is a brief overview of the crisis that is occurring in child welfare agencies. The report first describes the role of the social worker, and how the reality of the social work population (that the large majority lack social work education and training) is detrimental to the effectiveness of their role in the community. Several issues facing agencies are also addressed, including low minimal qualifications for social work positions, high caseloads, poor working conditions, low salaries, few training opportunities, poor public image, and liability issues. For each of these issues several strategies are offered to address them.

Other Comments

Although this was written over 15 years ago, all of the problems that are addressed are still relevant today. However, this report is very brief and simplistic, and not useful for the purposes of the project.

Article Citation

Pfau, J. (1990). The ten most common interviewing mistakes. *Supervisory Management, 35*(12) 9.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

Making hiring decisions based on interviews is generally no better than random selection because most interviewers do not know how to interview effectively. The top ten interviewing mistakes are: (1) coaching the interviewee with clues, (2) inaccurate job analysis (not looking for all of the right skills), (3) asking obvious questions, (4) asking illegal questions, (5) relying too much on the candidate's self-assessment, (6) fear of probing for information, (7) being over-influenced by first impressions, (8) improperly evaluating answers, (9) missing clues, and (10) relying too much on past credentials.

Other Comments

This article is very brief but provides some tips for trying to assure a good fit during the selection process.

Article Citation

Phillips-Jones, L. (n.d.). *Mentoring best practices* and *More mentoring best practices*. Retrieved from http://www.mentoringgroup.com/html/articles/idea_4.html and http://www.mentoringgroup.com/html/articles/idea_5.html.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

These sources are two lists, created by a consulting firm specializing in mentoring, providing actual case examples of companies, governmental agencies, and educational institutions successfully using mentoring for employees, and specific unique proven practices. The businesses and organizations cited include: Lockheed-Martin Missiles & Fire Control, Technical University of Berlin and the European Academy for Women in Politics and Economics, Hewlett-Packard (Roseville, California facility), U.S. Army-Air Force Exchange Service, Canadian Centre for Management Development, Brown University, American Family Insurance, and the State of Michigan's Unemployment Agency.

Other Comments

As a way to make implementing mentoring concrete and real, and help readers think creatively about structuring their own programs, these lists are very useful.

Article Citation

Poulin, J. (1995). Job satisfaction of social work supervisors and administrators. *Administration in Social Work, 19*(4), 35-49.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Several factors have been shown to be associated with social workers' job satisfaction: organizational characteristics, job task factors, and personal characteristics. Social work supervisors and administrators surveyed reported satisfaction with their jobs but administrators had significantly higher job satisfaction scores than supervisors. Organizations can increase supervisor satisfaction through increased pay, benefits, autonomy, organizational resources, and professional development opportunities. The strongest predictor for administrator job satisfaction is satisfaction with salary and benefits. Quality of interactions with coworkers and length of tenure were also related to administrators' job satisfaction.

Other Comments

This article is focused on administrator and supervisor job satisfaction and is not focused on frontline workers.

Article Citation

Rabey, G. (2002). The changing world of recruitment and selection [Electronic version]. *New Zealand Management*, *49*(10), 38-41.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The main focus of this article is the changes going on in the world of recruitment and selection. The author points out that as far as the selection process is concerned, there are some things being left out. First, there seems to be an inability to properly discuss the nature of the job, the working conditions, and the value and culture of the workplace. Second, most employers are looking to find a person to fit the job, though it may be more effective to look for the job to better fit the person.

In addition, this article discusses two types of job seekers—the self-navigators and the dependents. The self-navigators are those who are aware of today's work climate and use it to their advantage. The dependents are more concerned with conventional job seeking; they just need a job. In relation to job seeking, many companies hire outside recruiters. The question then remains, what responsibility do recruiters have for the quality of the people they send to a company?

The article concludes by describing two perceived types of scenarios within a company dealing with recruitment.

Other Comments

This article makes a good point in showing that employers will need to learn to cater to job seekers instead of vise versa. However, the latter part of the article covering the recruitment scenarios is verbose and difficult to understand.

Article Citation

Rauktis, R. & Koeske, G. (1994). Maintaining social worker morale: When supportive supervision is not enough. *Administration in Social Work, 18*(1), 39-60.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The author looked at the effect of supportive supervision on social worker's work stress and job satisfaction. It was found that workload did not affect job satisfaction directly but did affect satisfaction with salary and promotional opportunities. Supportive supervision was shown to have a direct and positive relationship with job satisfaction. However, the benefits of supportive supervision diminished when workload was too high.

Other Comments

This article is useful.

Article Citation

Reagh, R. (1994). Public child welfare professionals: Those who stay. *Journal of Sociology and Social Welfare, 21*(3), 69-78.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Child welfare workers stay because they find their work to be meaningful. The participants all reported feeling burnout but felt that maturity and experience helped them cope. The study participants made recommendations for improving retention: assess the impact of policies on workers, streamline paperwork, improve training, communicate standards of service, reward and value workers, hire mature workers, and provide supportive supervision.

Other Comments

This article is a summary of the Cicero-Reese & Black (1998) study. The original paper is more useful.

Article Citation

Regehr, C., Hamsworth, D., Leslie, B., Howe, P., & Chau, S. (2004). Predictors of post-traumatic distress in child welfare workers: A linear structure equation model. *Children and Youth Services Review, 26*, 331-346.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a research study done at the Children's Aid Society in Toronto regarding factors that contribute to workers' stress on the job. The authors formed several hypotheses based on prior research to determine what predictors add to workers' stress. The study integrates two areas of research to form the hypotheses organizational stressors with incident stressors to "better understand the contribution of each concept to trauma response.

The authors focus on several factors: an individual's sense of control, organizational factors such as workload and social (supervisor/coworker) supports, frequency of traumatic incidents, distress related to traumatic incidents, and post-traumatic growth (i.e., the capacity of perceive positive outcomes from a stressful, traumatic experience).

The authors conclude that "chronic stressors" (organizational factors and individual factors) combined with incident stressors contribute to post-traumatic distress. While workers with a greater sense of control had lower levels of distress, organizational factors remained the most influential factor in workers' distress.

Other Comments

This is a highly academic, research-based article, but is useful in its conclusion of what factors lead to workers' stress, which may lead to burnout and high turnover.

Article Citation

Reitz, A. L. (2001). *Responding to the workforce crisis: Strategies for recruiting agency staff.* CWLA Finding Better Ways Conference.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This is a brief overview of a presentation that was made at the CWLA Finding Better Ways Conference. The authors provide guidelines for effectively recruiting potential candidates for child welfare agencies. They emphasize that traditional methods of advertising job openings are no longer effective in today's marketplace. Five strategies are discussed that have proven recruitment results, and for each of these strategies the authors suggest ways to maximize their effectiveness. The strategies are: media advertising, and how to "pitch the challenging but exiting aspects of the work"; university recruitment and building relationships with relevant departments; using agency staff as recruiters; pooling of recruitment efforts among agencies; and improved screening efforts.

Other Comments

While brief, this summary provides some useful ideas for agencies in how to improve recruitment efforts.

Article Citation

Retaining valued employees: Core concepts. (2004). *Harvard Management Update: Harvard ManageMentor.*

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This is a website of the Harvard ManageMentor dedicated to core concepts on retaining employees. Various topics include a comprehensive definition of retention, helping employees avoid burnout, staying competitive, and the challenges of addressing retention problems, among others. Retention is important for three reasons: the growing importance of intellectual capital, the cost of employee turnover, and retention's impact on customer satisfaction and profitability. As a result, hiring the right employees and holding on to those employees is essential if an organization is to stay competitive, succeed, and grow.

Other Comments

This website gives a comprehensive, if brief, discussion of retention issues that employers face. It is clearly and concisely written and provides helpful tips and points to consider.

Article Citation

Ryan, K. D., & Oestreich, D. K. (1998). *Driving fear out of the workplace: Creating the high-trust, high-performance organization.* San Francisco: Jossey-Bass.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary:

This book is a second edition, updating ideas and strategies from the 1991 edition. In 1989-1990, the authors conducted 260 individual interviews in a broad spectrum of 22 organizations to identify what creates fear and distrust in organizations. They then offer interventions and strategies that could be implemented to change a working environment of fear into a "high-trust, high-performance" organization..

The book describes causes of fear and mistrust in the workplace and provides actual examples of how fear operates throughout all levels of the organization. It offers concrete ideas and strategies a leader or manager could implement to impact the problem. Each chapter concludes with "new lessons and reflections," that focuses on organizational culture and personal leadership.

Other Comments:

This is a good resource, both to inform and actually impact the problem of fear and mistrust in the workplace. Readable and immediately useable.

Article Citation

Rycraft, J. R. (1994). The party isn't over: The agency role in the retention of public child welfare caseworkers. *Social Work, 39,* 75-80.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article begins to try to look at employees' reasons for staying in a job as just as important as the reasons for leaving. Other studies indicate that there is better retention among child welfare workers who have social work training. Unfortunately, only 28% of the participants in this study held a social work degree. This study identified four major factors influencing employee retention: mission, goodness of fit, supervision, and investment. Mission refers to commitment to helping others. Goodness of fit represents how well an employee fits in the organization. Supervision is self explanatory, and investment refers to both personal and professional investment in child welfare.

Other Comments

It is interesting to note that though salary is surely important to everyone, it was not a factor that mattered as much as others. Looking at what makes workers stay is very important, possibly more so than what makes them leave.

Article Citation

Saakvitne, K. & Pearlman, L. (1996). *Transforming the pain: A workbook on vicarious traumatization.* New York: W. W. Norton.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

The authors describe this as a workbook for those who work with people who have been traumatized. After defining vicarious traumatization, the authors provide several worksheets for the reader to identify his or her own signs of vicarious traumatization. Several exercises are then offered as a way for the reader to address various aspects of vicarious traumatization.

Other Comments

This is a very interactive book and is a good resource for those who want to explore their experiences with vicarious traumatization. It also contains ideas on how to support those who've experienced vicarious traumatization.

Article Citation

Scannapieco, M. & Connell-Carrick, K. (2003). Do collaborations with schools of social work make a difference for the field of child welfare? Practice, retention, and curriculum. *Journal of Human Behavior in the Social Environment, 7*(1/2), 35-51.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Hundreds of schools of social work receive millions in Federal Title IV-E funding for professional development of BSW and MSW child welfare workers, yet there has not been adequate evaluation research to assess the effectiveness of these programs. This study evaluated a partnership between the School of Social Work at the University of Texas at Arlington, and the Texas Department of Protective and Regulatory Services. Administrators had mixed perceptions of the performance of BSW versus MSW workers and perceptions depended on the level and type of education of the respondent. The Title IV-E program was effective in developing skills, values, and ethics pertinent to the delivery of services. The Title IV-E partnership resulted in an increase in child welfare curriculum into the general social work program.

Other Comments

The study does not provide definitive results about the cost/benefit of Title IV-E programs.

Article Citation

A self-assessment of FamilyNet: The North Carolina TANF/child welfare collaborative. (2002). Raleigh, NC: North Carolina Association of County Directors of Social Workers.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This is a brief self-assessment FamilyNet, a collaborative product of the North Carolina Association of County Directors, North Carolina Division of Social Services, and nine counties. FamilyNet is a dynamic process undertaken to redesign the public social services and present a new framework for doing business in this system. The report focuses on the commonalities found among the nine counties' approaches, challenges, and lessons learned.

The assessment focuses on the stages of change: forming a collaborative; "storming" within the counties experiencing natural resistance and tension amid new changes; norming of new principles and values; and performing the strategic action plan by acting, evaluating, and adapting to the principles, organizational purpose, and holistic learning and problem-solving practices. Next steps and recommendations are also offered as a guide for moving FamilyNet from an initiative status to that of an accepted organizing philosophy and framework for best practice.

Other Comments

This is a good overview of one initiative to change CPS agencies' organizational culture. It provides detailed examples and an action plan illustrating the critical steps in the process.

Article Citation

Sharma, J., McKelvey, J., Hardy, R., Epstien, M., Lomax, R. & Hruby, P. (1997). Job satisfaction of child welfare workers in an urban setting: Status and predictors. *Journal of Child and Family Studies, 16*(2), 209-219.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Job satisfaction of social service workers in one urban child welfare agency was assessed using the Job Satisfaction Scale (JSS). The JSS measures satisfaction in seven job areas: work, supervision, coworkers, pay and promotion, work environment, training, and position. Overall, respondents reported a high level of job satisfaction and reported satisfaction with all aspects of their jobs except pay and promotion opportunities. The results did not vary greatly by position within the agency. The workers reported the most satisfaction with supervision, coworkers, and their role. No significant predictors of job satisfaction were found.

Other Comments

The results are based on the assessment of 29 workers in one agency and are not generalizable and the report does not provide insight into why the workers report such high job satisfaction.

Article Citation

Sharpening up recruitment and selection with competencies. (2003). *IRS Employment Review, 782,* 42-48.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The use of competency-based recruitment and selection practices is on the rise. Competencies are definitions of skills that are required for a job. Using a competency framework allows employers to identify job requirements and identify whether an applicant has the needed competencies. The article provides examples of competency frameworks used by various companies.

Other Comments

This article provides concrete examples of strategic recruitment and selection practices.

Book Citation

Shea, G. (1999). *Making the most of being mentored: How to grow from a mentoring partnership.* Boston: Thomson Course Technology.

Categories:

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book provides how-to, practical information on how to be a mentor. It is touted as a 50 minute book (the amount of time to read it) but the content goes well beyond the basics of being in a mentoring relationship and provides exercises and self-assessment tools for the mentee. Specifically the book: explores the benefits of a mentoring relationship; describes the responsibilities of mentees in managing their own personal development and career growth; explains the skills needed to nurture successful mentoring partnerships; offers guidance for building and maintaining productive mentoring relationships; and identifies techniques for maximizing results and using new skills to benefit the organization.

Other Comments

This book contains many ideas for exercises and self assessments that will be useful in developing a formal mentoring program.

Article Citation

Shelton C. D., McKenna M. K., & Darling J. R. (2002, October). Leading in the age of paradox: Optimizing behavioral style, job fit and cultural cohesion. *Leadership and Organization Development Journal*, *23*(7), 372-379.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article centers on the paradox of behavioral style diversity, job/person fit, and cultural cohesion all coming together in the workplace. Many organizations strive for all three of these. However, it is not automatic to see that they can all exist at once. This article deals with the thinking that must take place in order to have these organizational pieces fit together, though it may seem counterintuitive. The authors suggest that brain structures and societal influences cause leaders to use only a small portion of their brainpower. This may cause a deficit in seeing that behavioral style diversity, job/person fit, and cultural cohesion can go together.

Missing one of these factors can have a negative impact. The authors suggest that the first step toward better integration is realizing where weaknesses exist. This includes examining which factor an agency might be missing. Then, an increase in brainpower use, referred to here as quantum thinking, can help to fill the gaps that exist.

Other Comments

Though the factors discussed in the this article are important and should not be neglected, the quantum thinking part of this article seemed a bit “out-there” as far as practicality.

Article Citation

Sherman, R., Voight, J., Tibbetts, J., Dobbins, D., Evans, A, & Weidler, D. (2000). *Adult educators guide to designing instructor mentoring*. Washington, DC: Pelavin Research Institute.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
X	Editorial commentary
X	Solutions
	Policy

Article Summary

This article explores why mentoring is needed in adult basic education programs, the theory base underlying mentoring programs, how mentoring compares to peer coaching, the principles of quality mentor systems, what is needed from agencies to support a mentoring program, and the specific concrete steps in developing and implementing mentoring. These steps include: identifying mentoring goals; selecting and matching mentors and protégés, determining the frequency and duration of the relationship, providing professional support and development to mentors; pinpointing mentoring content and strategies; and assessment, evaluation, and funding of mentoring programs. One of the article's appendices includes a very useful chart of the 21 most important strategic questions an agency should ask itself as it works to create a mentoring structure.

Other Comments

Although focusing on mentoring programs within adult basic education programs, the steps presented for creating and sustaining a successful mentoring program are readily transferable to any work setting.

Article Citation

Slowik, S. M. (2001). Objective pre-employment interviewing: Balancing recruitment, selection, and retention goals. *Public Personnel Management, 30*(1), 77-87.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article is an in-depth discussion of interviewing techniques. The main theme of the article is to offer guidance on how to effectively interview an applicant by getting the most accurate information from the applicant. The purpose for this is to resolve retention problems by utilizing specific selection methods and reducing the number of "hiring failures," which ultimately reduces costs and time spent on interviewing, hiring, and firing.

First employers need to identify activities and behaviors in employees that lead to "hiring failures." The author suggests employers use disqualifiers specific to the job, in order to determine during, or even before, the interview than an applicant is not suited for the job. The author then goes on to discuss how to interpret an applicant's verbal, vocal, and visual behaviors during the interview, in order to determine the applicant's truthfulness and detect any problems that might indicate the applicant should not be selected for the job. Techniques for effective interviewing are discussed; specifically how to raise sensitive topics and effective ways to pose questions in order to determine false representation by the applicant.

Other Comments

This article is highly specific regarding methods to interview applicants to determine if they are being honest and forthcoming during an interview, and focuses on the psychology of the interview process. This article is not very useful for the purposes of this project.

Book Citation

Smith, G. P. (2001). *Here today, here tomorrow: Transforming your workforce from high-turnover to high-retention.* Chicago: Dearborn Trade Publishing.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Book Summary

This book is directed toward managers and provides solutions to "create a positive work environment that attracts, keeps, and motivates its workforce to higher levels of performance." Smith argues that in order to retain workers, and ultimately save money and increase production, managers must create a high-retention workplace through several methods.

Each chapter addresses different aspects managers must consider in creating a high-retention workplace: 1) understanding the company's turnover and retention issues, 2) establishing a clear sense of purpose for the company, 3) building trust in employees, 4) offering good and flexible benefits, 5) keeping open communication, 6) engaging and energizing employees, 7) practicing performance management, 8) establish reward/recognition programs, and 9) helping employees to move up and grow within the company through training and development.

Other Comments

This is a very informative book with many good examples of how managers can increase retention. It provides many solutions to specific issues within today's workplace.

Article Citation

Smith, G. P. (n.d.). Improve your interviewing techniques. *Business know-how.* Retrieved from http://www.businessknowhow.com/manage/impinterv.htm.

Categories

	Focuses mainly on:
	Recruitment
X	Selection
	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This is an internet article that addresses the strategies an employer should use when interviewing. Smith first identifies why interviewing techniques fail, including lack of preparation and purpose, lack of job competencies defined, and lack of structure of the interview process. A series of sample interview questions are offered to assess an applicant's behavioral tendencies (past behavior, judgment, initiative). The author also offers suggestions for engaging an applicant in a role-play scenario as an assessment of how he/she handles a stressful situation.

Other Comments

This is a very brief article and is very simplistic, but provides some useful tips on interviewing.

Article Citation

Soundview Executive Book Summaries. (2001). *Hidden value: How great companies achieve extraordinary results with ordinary people.* Concordville, PA: Author.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This is a summary of a book. This book discusses the need to go beyond recruiting superior talent and to create a culture and systems that allow employees to perform at a high level. The authors studied companies that are able to leverage their hidden value and identified six practices they shared: (1) place values and culture first, (2) make values real, (3) hire for fit, (4) invest in people, (5) share information widely, and (6) reward and recognize adherence to values. Successful people-oriented organizations articulate and communicate a set of values that provide a foundation for management practices, are consistent in their practices, and have senior management whose main roles are to reinforce those values to employees.

Other Comments

This article provides insight and real examples of creating a people-centered organization but it is largely an advertisement for the authors' book.

Article Citation

Spector, P. E. (1997). *Job satisfaction: Application, assessment, cause, and consequences.* Thousand Oaks, CA: Sage.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

This book is one in a series of books addressing Advanced Topics of Organizational Behavior. It is an introduction into the field of job satisfaction from an industrial-organizational perspective. The author describes six different job satisfaction scales, four facet scales, and two global satisfaction scales. The author also offers tips in creating/modifying a new satisfaction scale to fit an organization's own needs. In the remaining chapters the author discusses myriad factors that influence job satisfaction, and references several studies and literature throughout.

A complete job satisfaction survey developed by the author is included.

Other Comments

This article is very useful in presenting several different job satisfaction scales, and provides a complete scale, which is available for use (with modification). It also contains a thorough analysis of factors influencing job satisfaction.

Article Citation

Stanfield, R. (2004). Just-in-time hiring. *Advocasey, 6*(1), 18-25.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

The Michigan Family Independence Agency (FIA), the state social service agency for child welfare, adult services, and public assistance instituted a new central hiring and training system in 2000. Two major changes took place: FIA was authorized to hire and train child welfare workers before there was a vacancy, and the responsibility for hiring was moved to state headquarters where there are more resources. Headquarters handles recruiting, background checks, and paperwork and the local offices conduct interviews and are involved in selection. FIA opened the Child Welfare Institute, where new recruits undergo an eight-week training program before they begin work (an added benefit is that trainees get a realistic job preview). Caseloads have remained at 20-25 for child welfare workers across the state since the new system was implemented. Before the reforms, each vacancy took four months to fill and now vacancies are filled within two weeks. In addition, local offices report that the process has helped to improve the quality of applicants and new workers.

Other Comments

This article is very useful and provides a description of a successful recruitment initiative.

Article Citation

Sundet, P. A. & Cowger, C. D. (1990). The rural community environment as a stress factor for rural child welfare workers. *Administration in Social Work, 14*(3), 97-110.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study looks at the relationship between rural community factors and child welfare workers' stress and compared that to effect on stress of other factors such as the organizational environment and workload. Rural community factors assessed were: worker visibility, professional isolation, role contamination, resource paucity, job status, and client status affecting work. Workload factors (e.g., supervision, caseload size and complexity, autonomy, geographic dispersion of cases) had a higher correlation to worker stress than rural community factors or organizational environment. Among rural community factors, professional isolation had the highest correlation to stress.

Other Comments

This analysis of sources of worker stress is useful and relevant.

Article Citation

Tate, D. S. (1993). Reduction of rural human service worker turnover. *Human Services in the Rural Environment, 16*(3), 14-17.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Low salary and benefits and alternative job opportunities have been shown to affect turnover in rural agencies. Strategies for reducing rural worker turnover include hiring experienced professional with rural practice experience, realistic job previews for candidates, improving career ladder opportunities, examining salary and benefits packages, examining workloads, and improving training opportunities.

Other Comments

This article provides just a basic overview and is moderately helpful.

Article Citation

Tilly, C. (1996). *The good, the bad, and the ugly: Good and bad jobs in the United States at the Millennium*. Working paper of the Russell Sage Foundation. Retrieved from https://secure1.sc.netnation.com/~russells/working_papers/tilly_good.doc.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

Chris Tilly's article discusses what we perceive today as "good" versus "bad" jobs. The definition of good and bad jobs has changed over time; workers' priorities at the beginning of the new millennium are different today than what they have been in past decades. Tilly defines what he believes are seven dimensions in determining job quality: 1) wages, 2) fringe benefits, 3) due process in discipline, 4) hours flexibility, 5), permanence, 6) upward mobility, and 7) control over the work process. Tilly focuses on the change in each of these factors over time, to determine whether jobs in the U. S. have improved or declined. With support from several studies, he concludes that jobs, overall, have progressively gotten worse in all seven components.

Tilly concludes that there are seven types of changes that are critical to reversing the downward trend in job quality: 1) increased investment in education and training, 2) promotion of high-performance work organization, 3) expanded work/family flexibility, 4) revitalization of the labor movement, 5) strengthening institutions such as minimum wage and pay equity, 6) stronger, broader safety net of benefits (such as universal health care), and 7) reduced work hours and a lessening of the link between income and private profit.

Other Comments

This article gives an interesting, if not particularly useful (or in-depth), outlook on the quality of jobs in the United States, and what factors are essential for good quality jobs.

Article Citation

Tracy, E. M., & Pine, B. A. (2000). Child welfare education and training: Future trends and influences. *Child Welfare, 79*(1), 93-113.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

The authors provide five recommendations for improving social work education and training and the preparation of child welfare professionals: (1) collaboration with community agencies and universities, (2) family involvement and a family-focused approach, (3) multiculturalism, (4) a broader view of child well-being, (5) competency-based education and training.

Other Comments

This article is helpful and relevant.

Article Citation

Trouble on the human services frontline. (2004). *Advocasey, 6*(1), 1.

Categories

	Focuses mainly on:
	Recruitment
	Selection
	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This is a one-pager providing a summary overview of issues facing the frontline human services workforce. The paper highlights the following issues: burnout; turnover; recruitment (shortage of applicants, complicated recruiting processes); dangers and frustrations on the job (violence, large caseloads, excessive paperwork); and low pay.

Other Comments

This paper provides a high-level overview of the usual issues but does not go into depth or point towards solutions.

Article Citation

Utah Department of Health (2004). *Diabetes prevention and control program*. Retrieved from http://health.utah.gov/diabetes/

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This brief document describes the development of the Utah Health Department's statewide communications campaign to improve awareness of diabetes risk factors and screening methods, especially among groups at high risk, and to improve awareness of the most effective ways to control diabetes. The article explains each step of the development process, including: Updating the social marketing plan; gathering and analyzing market research; Developing messages and choosing media channels and vehicles; Testing and distributing all messages and materials; Airing television and radio public service announcements, distributing news releases, and developing news stories; Developing and distributing other promotional items listing the web page address and health resource line toll-free number; Collaborating with local health departments and other community partners; Training health resource line telephone operators to respond proficiently to calls and make appropriate referrals; Updating and distributing the *Diabetes Resource Manual* and the *Diabetes Directory*; and Maintaining the program's web page.

Other Comments

The methods described by this document could be used and adapted by a public child welfare agency that wants to improve its public image. The concrete ideas are very helpful and applicable.

Article Citation

United States Department of Health and Human Services (2005). Know what to do for life. *Closing the Health Gap.* From http://www.healthgap.omhrc.gov/2005Do4Life.htm

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This website describes "Know What to Do for Life," a national education campaign designed to help reduce the infant mortality rate among African Americans due to preterm birth, low birth weight, and Sudden Infant Death Syndrome (SIDS). The goals of the campaign are: Increase awareness about the disparate rates of infant mortality; Highlight many of the risk factors associated with these conditions; and promote risk reduction among parents and caregivers. The site details the campaign's key messages and describes specific strategies for the four campaign components (Public service announcements by celebrity spokespersons; Comprehensive media outreach; Community roundtables; and Partnerships with public and private national, state, and community organizations).

Other Comments

These tactics can easily be utilized by child welfare agencies desirous of improving their public image.

Article Citation

United States General Accounting Office. (2003). *Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff.* (GAO-03-357). Washington, DC: Author.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

The purpose of this report by the General Accounting Office is to identify issues public and private child welfare agencies face in recruiting and retaining staff, whether these issues have affected the safety and well-being of children, and practices that agencies have adopted to address these challenges. The report finds that there are several frequently cited reasons for low retention rates: 1) low pay, 2) personal safety risks, 3) staff shortages, 4) high caseloads, 5) administrative burdens (such as paperwork), 6) inadequate supervision, and 7) inadequate training.

The report examines evidence from both interviews and CSFR reports that show these factors do affect children's safety and well-being. High caseloads, large amounts of paperwork, and high turnover affect caseworkers' ability to devote time to working directly with families in order to establish working relationships and assess children's and families' needs and make critical decisions regarding children's safety.

In response agencies are striving to establish programs and practices that will improve recruitment and retention, such as university-agency partnerships, agency accreditation, enhancing the quality of supervision and mentoring programs, creating tools to better select applicants, and offering signing bonuses.

Other Comments

This report is useful in describing several problems with recruitment and retention of child welfare staff, and also describes several strategies agencies are now using to address these problems.

Article Citation

Vinokur-Kaplan, D., Jayaratne, S., & Chess, W.A. (1994). Job satisfaction and retention of social workers in public agencies, non-profit agencies, and private practice: The impact of workplace conditions and motivators. *Administration in Social Work, 18*(3), 93-121.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study looks at factors influencing job satisfaction and retention among social workers in public agencies, non-profit agencies, and private practice. For workers in public and non-profit agencies, opportunities for promotion and job challenge influenced satisfaction and retention. These workers were less influenced by income.

Other Comments

This article is useful and relevant.

Article Citation

Wares, D., Dobrec, A., Rosenthal, J., & Wedel, K. (1992). Job satisfaction, practice skills, and supervisory skills of administrators of Indian child welfare programs. *Child Welfare, 71*(5), 405-418.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a study on job satisfaction and skills of child welfare administrators and supervisors in Indian child welfare programs. Greater tribal distance was associated with greater worker satisfaction and skills. General comfort with groups of people was more important to workers' comfort level with Indian groups or non-Indian groups than race or tribal membership. Those in their jobs for less than five years or more than 10 years were more satisfied than those in their jobs between five and 10 years. No significant differences in satisfaction or skills were found between those workers with social work degrees and those without.

Other Comments

This article is somewhat useful.

Article Citation

Website resources for Western Regional Recruitment and Retention Project. (2004). Englewood, CO: American Humane Association.

Categories

	Focuses mainly on:
X	Recruitment
X	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This is a listing of website resources for use in the Recruitment and Retention Project, as referenced in the SMARRT Manual. Sites address a variety of topics, including human resources, training, public relations, and workforce assessment. Fifteen sites are listed, and a general description of each site's/organization's mission is included.

Other Comments

Article Citation

Wellborn, S. (2004). The Cincinnati solution. *Advocasey, 6*(1), 26-33.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

Ohio's largest human services agency (Hamilton County Job and Family Services) began a pay-for-performance compensation system in 1998. Three principles guided the planning of the new payment scheme: (1) the system had to be objective, (2) the system should be oriented to reward high performance rather than punish low performance, and (3) the agency had to reallocate its budget to ensure that funds would be available for merit-based pay increases. To measure performance, employees are ranked based on professional standards and work objectives. Turnover has decreased since the system was implemented. However, there is concern about bias influencing managers' evaluations and pay-for-performance efforts can be hampered if budgets are cut.

Other Comments

This article provides useful information.

Article Citation

Whitaker, T., Reich, S., Reid, L. B., Willliams, M., & Woodside, C. (2004). If you're right for the job, it's the best job in the world. *NASW Memberlink*. Retrieved June 14, 2004 from http://www.socialworkers.org/.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary:

This report summarizes the findings of a survey sent to NASW members with a child welfare practice focus. The report provides background on issues of child protection, the child welfare system, governing (legislative) constraints, and an overview of the workforce. The survey was administered in October, 2003. It was sent to 716 members of the NASW Child Welfare Specialty Practice section. They received a 75% response rate, with 69% of respondents working in a child welfare setting.

Key findings included social workers in child welfare were more satisfied with their jobs than the general population of caseworkers. Respondents identified that issues confronting children and families were the most challenging part of the job, not workplace issues confronting social workers. The single most satisfying aspect of the work was identified as "successes with children and families."

The report compared their study findings to the 2003 General Accounting Office (GAO) report. NASW report found that their respondents had longer tenure, higher salaries, slightly less administrative burdens, smaller caseloads, were more comfortable making home visits, and had higher satisfaction with supervision and adequate training opportunities than the respondents of the GOA study. The report suggests that these findings support the research that identifies differences between professionally educated social workers with practice experience and the general child welfare workforce.

Other Comments:

The findings do seem to support other research that indicates social work education can be a factor in retention and job satisfaction.

Article Citation

Why hiring/retention is still a problem…& what to do about it. (2002). *HR Focus, 79*(11), 3.

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

Research suggests that employers should avoid the following mistakes regarding employee retention: failing to make recruitment of quality employees a long-term strategic priority, failing to quantify the costs and benefits of turnover, focusing only on compensation to improve retention, and denying that there is a turnover issue. A survey revealed that employees want organizational stability, opportunities for development, management commitment to staff, and a strong employer reputation. The following practices can help organizations improve recruiting and retention efforts: integrate recruiting and retention targets into the annual planning process, review hiring and retention trends quarterly, develop hiring and retention metrics and hold managers accountable, develop programs to integrate new employees, track worker accomplishments and identify gaps, provide incentives based on tenure, and understand the needs of top performers.

Other Comments

This article provides information about trends and recommendations about recruitment and retention.

Article Citation

Winefield , H., & Barlow, J. (1995). Client and worker satisfaction in a child protection agency. *Child Abuse and Neglect, 10*(8), 897-905.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This study looked at the relationship between clients and staff at a child protection agency in Philadelphia in an attempt to identify the preconditions for beneficial change for the client. Clients expressed a positive attitude about their work with the agency and reported that they trusted the staff and felt supported. The staff generally reported satisfaction and did not report high levels of burnout. Dissatisfaction was higher when caseloads were higher. The staff reported they would like more training in therapeutic methods to use with clients and in dealing with their own emotions.

Other Comments

This article is not particularly helpful and is based on a small sample at one agency.

Article Citation

Withers, P. (2001). Retention strategies that respond to worker values [Electronic version]. *Workforce, 80*(7) 36-43.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

It generally takes a 5 to 8% increase in salary in order for a monetary reward to affect behavior and employers must look beyond compensation in order to recruit and retain staff. The following strategies can help employers recruit and retain staff: offer better work/life balance, promote a sense of mission, offer opportunities for professional growth and development, treat employees like partners, create a sense of community in the workplace, and build trust with employees. The article contains a questionnaire that employers can use to assess their organization.

Other Comments

This article provides general retention strategies but is not focused on a particular type of workforce.

Article Citation

Wolkomir, S. (2004). *Internal auditor pay-for-performance plan for the 2004 year* [Carson City, Nevada]. Retrieved from http://www.carson-city.nv.us/ia/pfp.htm

Categories

	Focuses mainly on:
X	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This document is actually the Carson City, Nevada's Internal Auditor's personal pay-for-performance (PFP) plan for the year 2004, addressed to the Board of Supervisors. It describes the formulas by which the incentive pay amount was derived, description of how performance indicators were constructed, the process to be used when uncontrollable variables prevent achievement of target goals, changes made from the previous year's PFP plan, and the new PFP plan for 2004. The plan consists of the following categories: performance indicator and target; basis of measurement; 2004 results; percent and amount of incentive; and comments.

Other Comments

This presents a clear and concise example of an easy-to-use PFP plan, but cites no research through which the model was constructed.

Article Citation

Wyoming child protection orientation, training, and resource manual: New worker orientation manual for child protection workers. (n.d.).

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
	Solutions
X	Policy

Article Summary

This is the on-the-job orientation training manual for new CPS workers for the state of Wyoming. It provides information on the operations of the agency, the history of child protection, child protection and social work values, the relationship of the agency and the larger community, explanation of file audits, information on the role of the court, and details on the shadowing process for new workers. For each of the areas listed, the rationale, goal, learning objectives, and various activities are provided.

Other Comments

Article Citation

Yamantai, H. & Engle, R. (2002). *Workload assessment study: Allegheny County Office of Children, Youth, and Families.* University of Pittsburg, PA: School of Social Work. Retrieved from http://www.uky.edu/socialwork/cwse.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
X	Research study findings
	Editorial commentary
	Solutions
	Policy

Article Summary

This article reports on a workload study at the Allegheny County Office of Children, Youth, and Families. Based on the results, the researchers recommend a maximum caseload of 16 in Intake and 17 in Family Services. The study took into account administrative work, travel time, court time, and services to foster homes. These recommendations are compatible with national standards set by the Child Welfare League of America (CWLA) and a study conducted in California by the American Humane Association. The state of Pennsylvania adopted Pennsylvania Standards for Child Welfare Practice in 2000 and they specify that the agency should perform a workload study at least every five years and should follow CWLA standards. The report provides detailed information about research questions and methods, results, and assessments.

Other Comments

This study is very useful.

Article Citation

Zemke, R. (1999). Don't fix that company! *Training, 36*(6), 26-33.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
X	Editorial commentary
	Solutions
	Policy

Article Summary

"Appreciative Inquiry" focuses on what works in an organization rather than what doesn't. It is a paradigm that focuses on identifying an organization's strengths and building on them rather than a paradigm focused on deficits and problem-solving. Appreciative inquiry is a 4-D process: discovery (themes, stories), dreaming (envisioning results), design (constructing), destiny (sustaining). The five principles of appreciative inquiry are: constructionism (the people create), simultaneity, poetic (studying human experiences), anticipatory (positive mental energy, creating), and positive (strengths-based).

Other Comments

This article is very interesting and brings a strengths-based approach to the organizational level.

Article Citation

Zischka, P. C., & Fox, R. (1983). Burnout and the catalytic role of the supervisor. *The Clinical Supervisor, 1*(2), 43-52.

Categories

	Focuses mainly on:
	Recruitment
	Selection
X	Retention

	Article reports on:
	Research study findings
	Editorial commentary
X	Solutions
	Policy

Article Summary

This article suggests that even in a highly bureaucratized agency structure, the supervisor can be in a "catalytic" role to confront and counteract the realities of burnout. The article identifies characteristics, knowledge and skills that a supervisor needs to carry out this role. The article offers concrete ideas to assist the supervisor to assess what might be happening in the environment that contributes to worker burnout (e.g., adequate communication, participatory decision-making, adequate support, training, opportunities for professional advancement, flexible work hours, etc.), as well as specific actions that the supervisor can take to be catalytic in changing things to better support staff and decrease the likelihood of burnout.

Other Comments

Though this article was written in 1983, it provides information and suggestions to assist supervisors that are still relevant today.