

A Service of the Children's Bureau, a Member of the T/TA Network

NCWWI National Webinar Series: Recruitment, Screening & Selection Session

***Competency-Based Recruitment, Screening & Selection:
Strengthening Workforce Capacity, Retention & Organizational Resiliency***

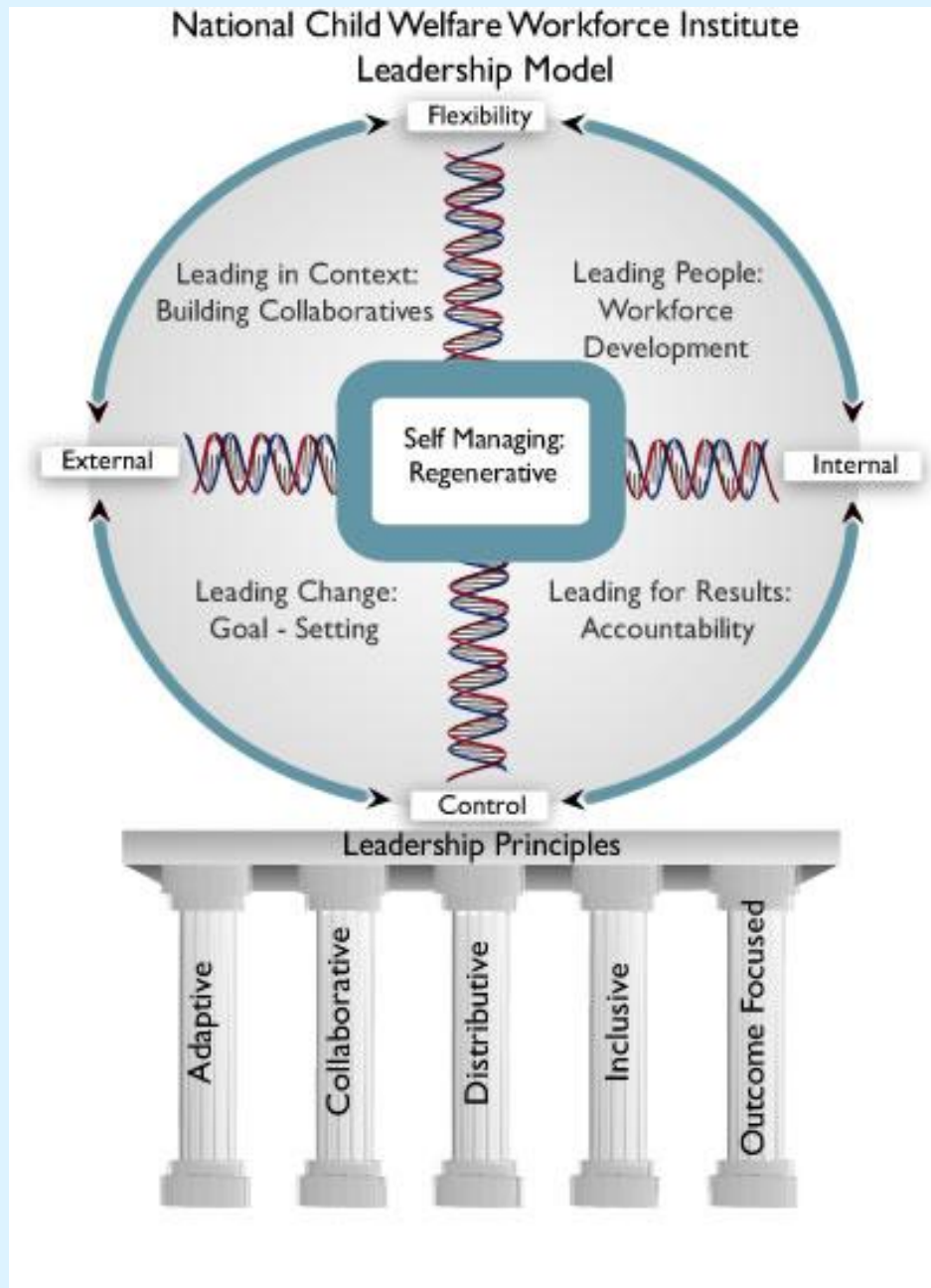
Angie Pittman, Becky Kessel & Lisa Eby, Buncombe County North Carolina
Department of Social Services

Freda Bernotavicz, University of Southern Maine/NCWWI LAS

Wednesday, December 14, 2011

Session Agenda

- **Brief Technology Orientation**
- **Introduction**
- **Presentation from Buncombe County North Carolina DSS**
- **Application of the NCWWI Leadership Framework**
- **Questions & Discussion**
- **Continuing the Conversation & Closing**



- In 2005, Buncombe County NC DSS participated as a pilot county in the implementation of a grant-funded Child Welfare Staff Recruitment & Retention Project (R&R Project), in conjunction with the Jordan Institute for Families, UNC-Chapel Hill School of Social Work
- The R & R Project:
 - Featured multiple strategies & interventions to enhance capacity to recruit, select and retain a qualified CW workforce
 - Recognized workforce issues that influence CW outcomes & tangible/intangible cost to CW agencies
 - Led to development of additional resources to keep our best staff, respond to secondary trauma & build leadership succession



39% Turnover

Background



Average caseload per worker

- Reduce time to fill a position
- Reduce time to take on full caseload
 - Experience
 - Pre-service training
- Hire the best
- Move on poor performers
- Reduce number of staff leaving



Open Recruitment *“Floating the Grill”*



Ensuring a Good Fit





Components of R&R Project

- Realistic Job Preview Video
- Supervisor's Guide to Retention Training
- Director's Guide to Retention Training
- Training of Trainers
- Recruitment Toolkit
- Selection Process
 - Standard Interview, Fact-Finding Interview & Written Exercise
- Technical Assistance

Step-by-Step Guide to the Process

- Supervisors receive R & R training to conduct panel interviews with qualified applicants
- Partnership with HR - Open recruitment & continual child welfare job posting decreases lag time in filling vacancies
- Interviews conducted 2x per month by supervisory panel
- 90-minute Structured Interview

Examples of Pre-Screening Questions

- Frequently you will have to make home visits, sometimes unannounced, sometimes with dangerous situations (e.g., aggressive dogs, firearms in the homes, meth labs, etc). Do you have any concerns regarding this?
- Because of the nature of this job, you will not be working a normal 8-5 job, and will be required to work after-hours, weekends, on-call & in emergencies. Do you see this as a barrier?
- This job requires pre-service training, which attend training from Monday afternoon until Friday for 2-3 of the first weeks of employment, and most of the time it is out of town. Would you see this as a barrier?
- What do you think are the personal qualities desirable for a person in this type of position?
- How do you deal with clients who are irate & cursing at you?
- This job involves a considerable amount of paperwork. How do you balance paperwork & direct practice?
- When working in a public agency, you will find yourself under a great deal of scrutiny, both personally and professionally. How do you feel about this? How would you be able to handle it?

Structured Interview Process

(Partnership with UNC SSW)

■ Interview Process

– Realistic Job Preview Video

– Supervisory Panel Interview

- Behavioral-based competency questions
- Review of case & interactive conversation for gathering data
- Written summary

■ Scoring & Assessment Process

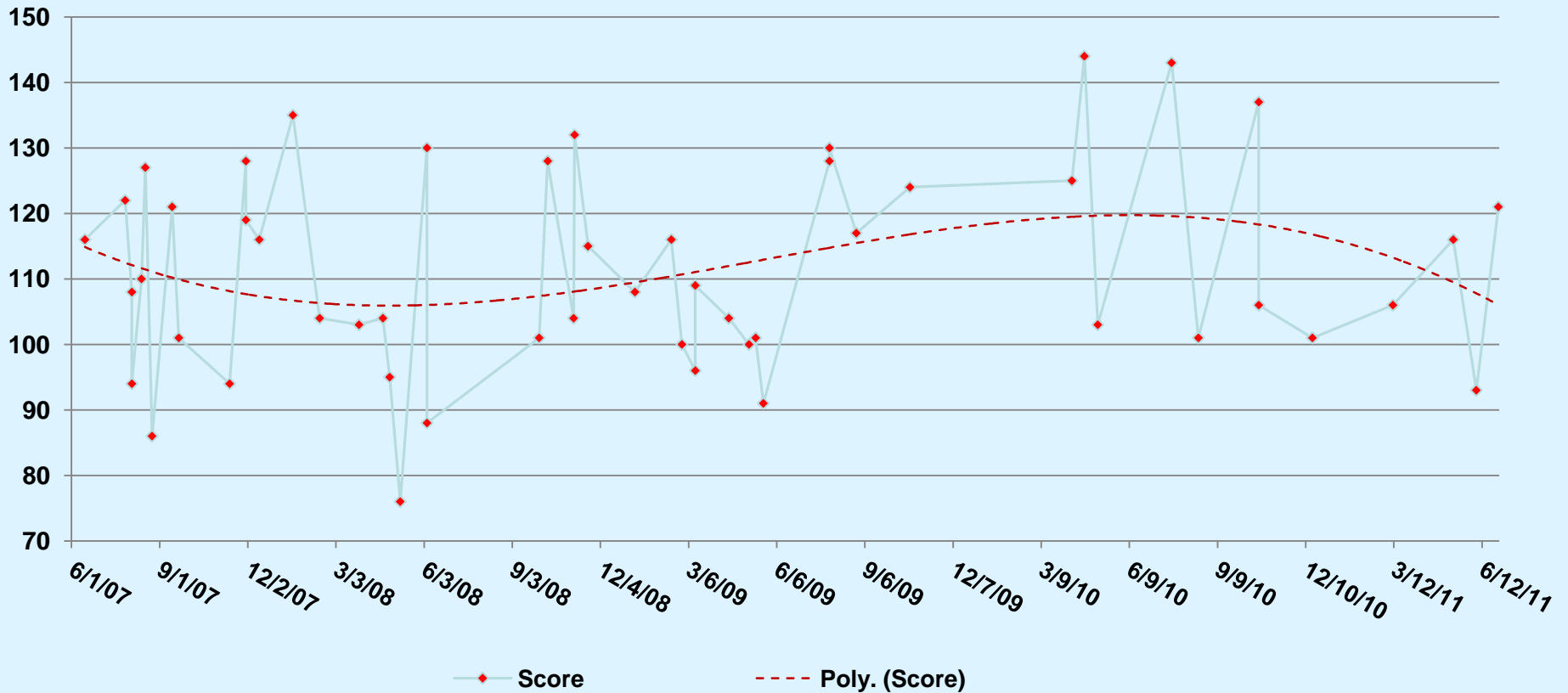
– Power of composite score with 3 person panel

Interview: Competencies

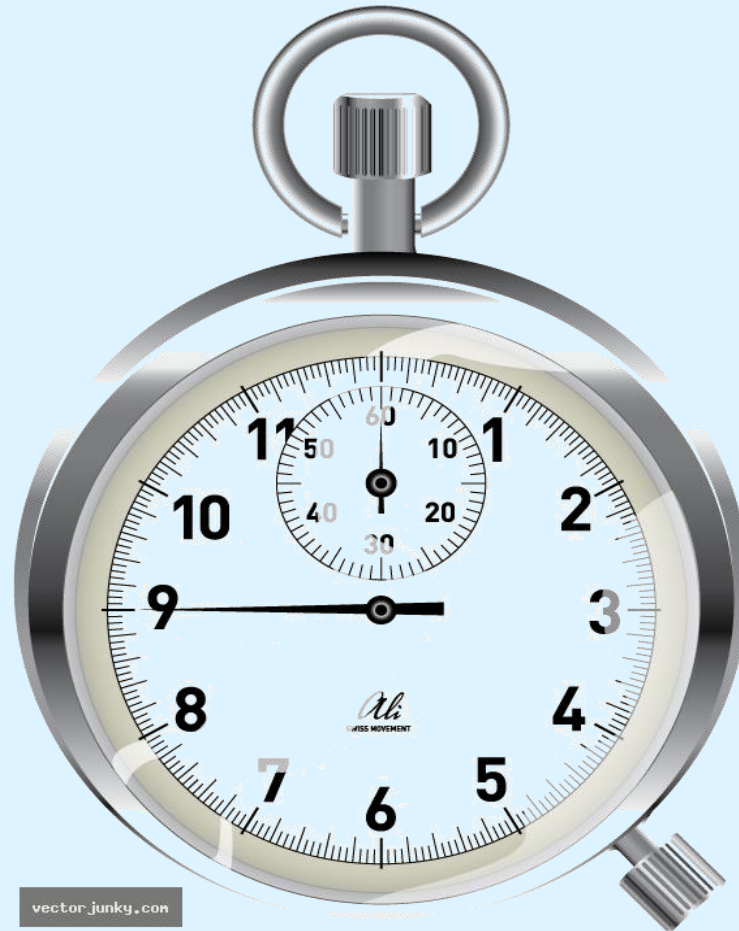
- Ten competencies with behavioral indicators:
 1. Interpersonal Relations
 2. Adaptability
 3. Communication Skills
 4. Observation Skills
 5. Planning & Organizing
 6. Analytic Thinking
 7. Motivation
 8. Self Awareness & Confidence
 9. Sense of Mission
 10. Teamwork
- Consensus score

Does all this work make a difference?

Social Worker Employment Interview Scores by Date of Interview (June 2007- June 2011)

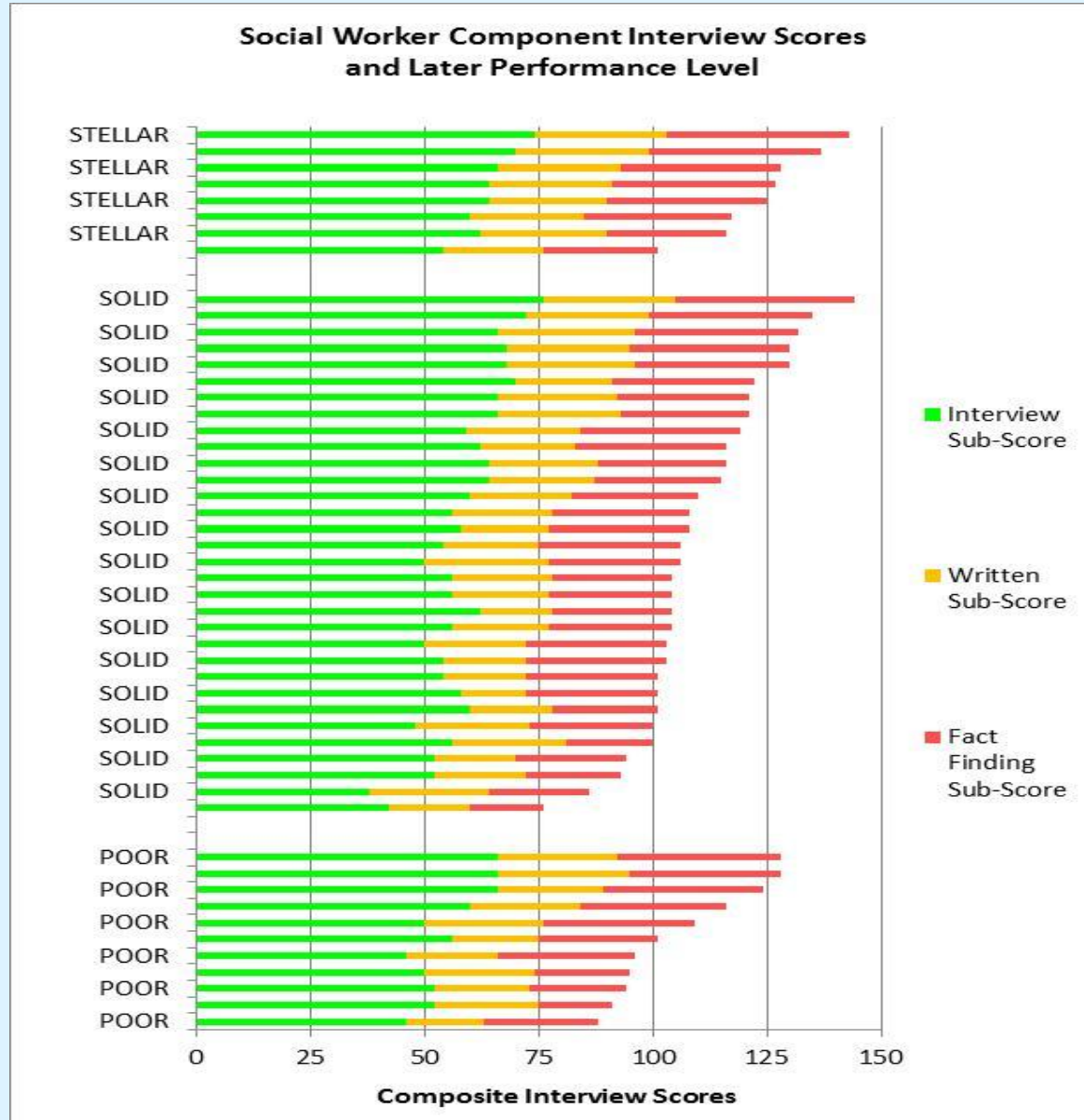


Time to Fill a Position



From 60+ days → less than 30

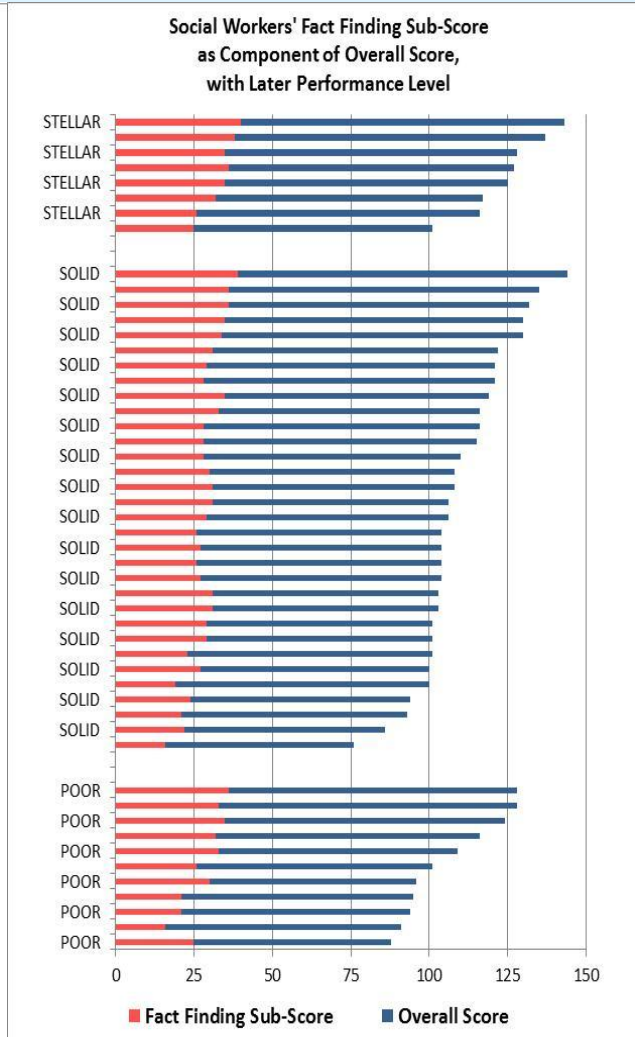
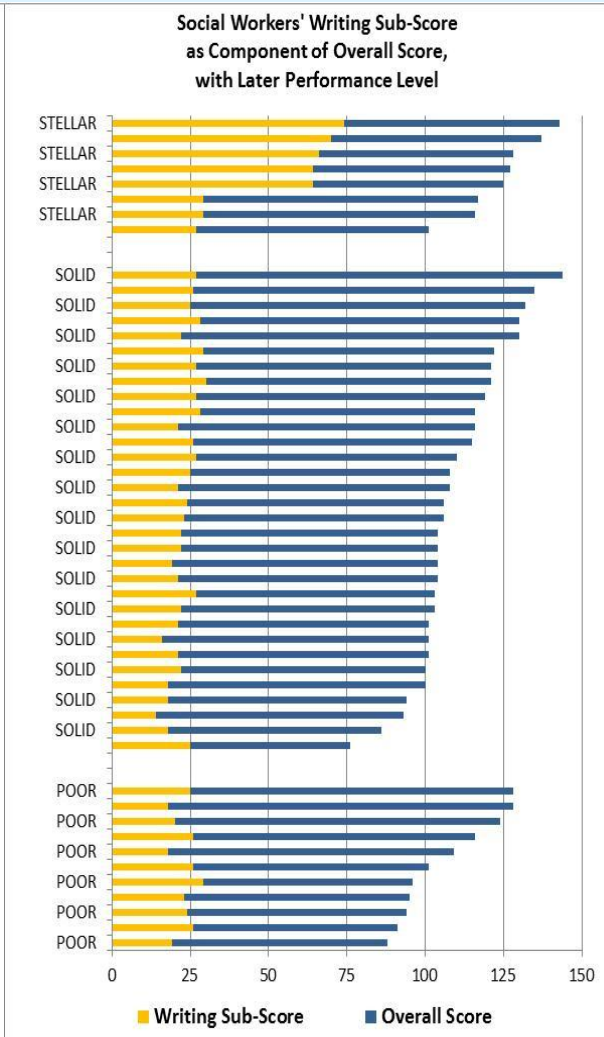
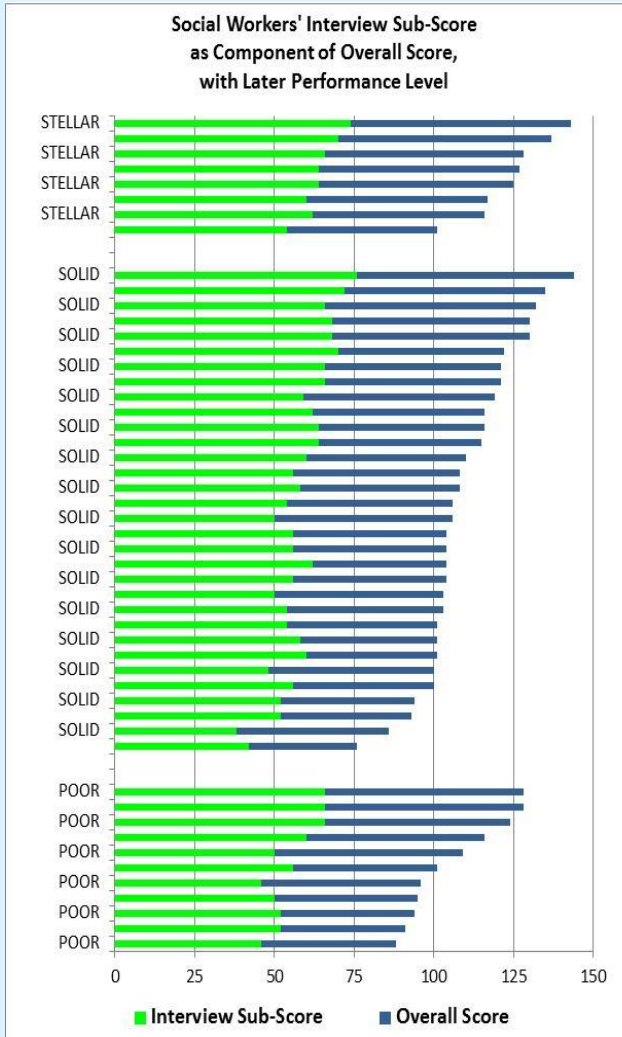
Interview Scores & Later Performance



Median Score on Interview



Can interview sub-scores help predict stellar performance?

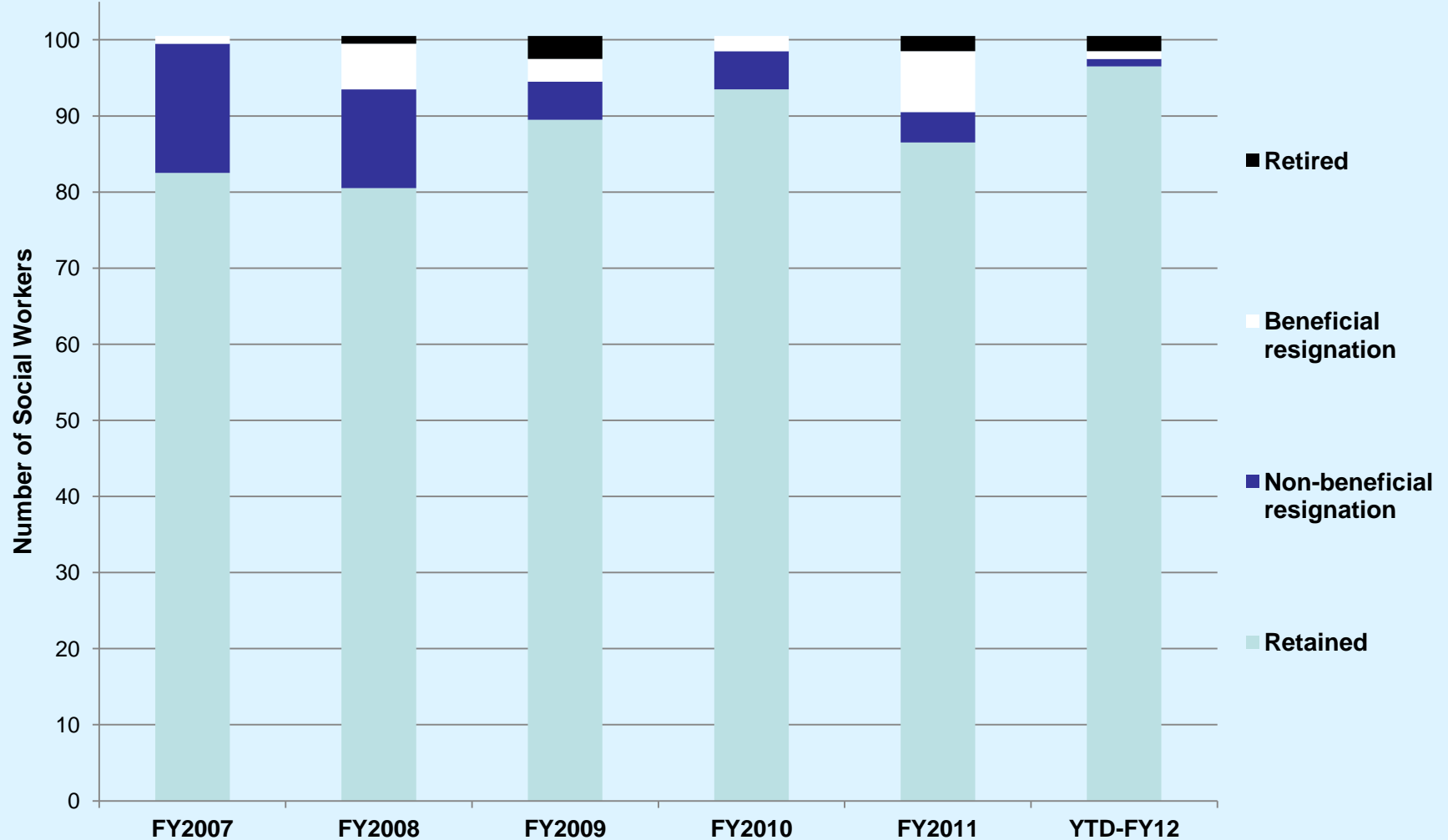


Interview Sub-Score

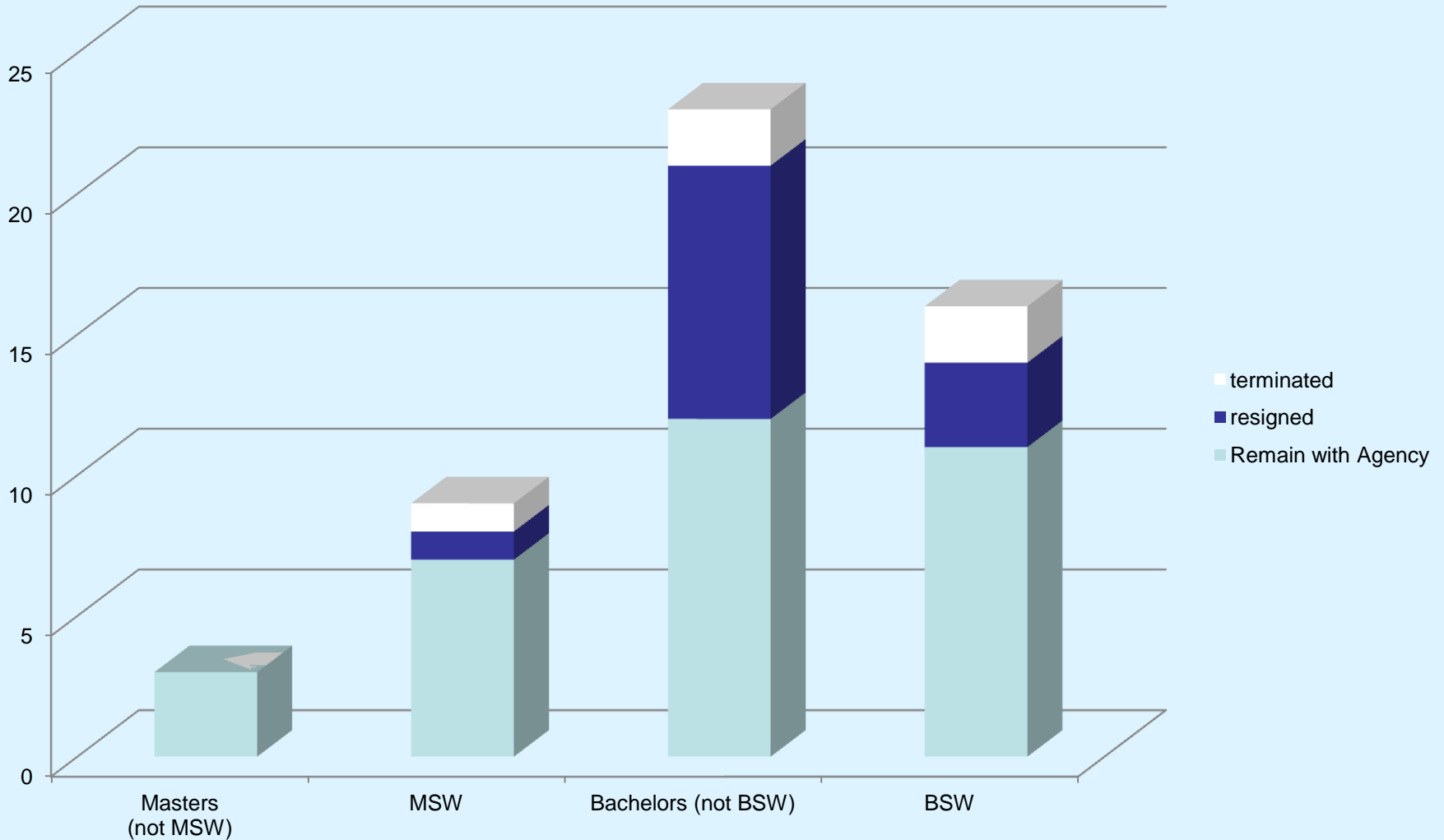
Writing Sub-Score

Fact Finding Sub-Score

Social Worker Resignations by Type (Since Open Recruitment, FY2007 - October 2011)



Social Worker Retention based on Educational-level



We wish we had collected....

Interview Score

Time to assume full caseload

Accelerators/Decelerators

- Staff buy-in increases as retention success occurs
- Commitment at all levels to R&R process, training & outcomes (significant time commitment both from HR & Supervisory staff)
- Paired with enhanced training on safety, risk & protective factors in CW as additional tools
- Ensuring a good fit
 - Look closely at who you hire
 - Build capacity & response to address secondary trauma impacting staff (multifaceted approach to factors related to turnover)

Lessons Learned & Tips for Other Agencies

- Look at current turnover rate & assess tangible & intangible costs; assess across departments (HR, legal, operations, etc.)
- Ask for staff input at all levels regarding factors impacting turnover
- Assess impact of turnover on safety, permanence and well-being as well as family partnerships
- Track successes

Lessons Learned & Tips for Other Agencies

Supports for New Staff

1. New Employee Orientation
2. Lead Trainer in CW
3. Onboarding/Stay Interviews
4. Computer-based Training
5. Promoting Resiliency
6. Continuous Feedback Loop

Achieving Organizational Resilience

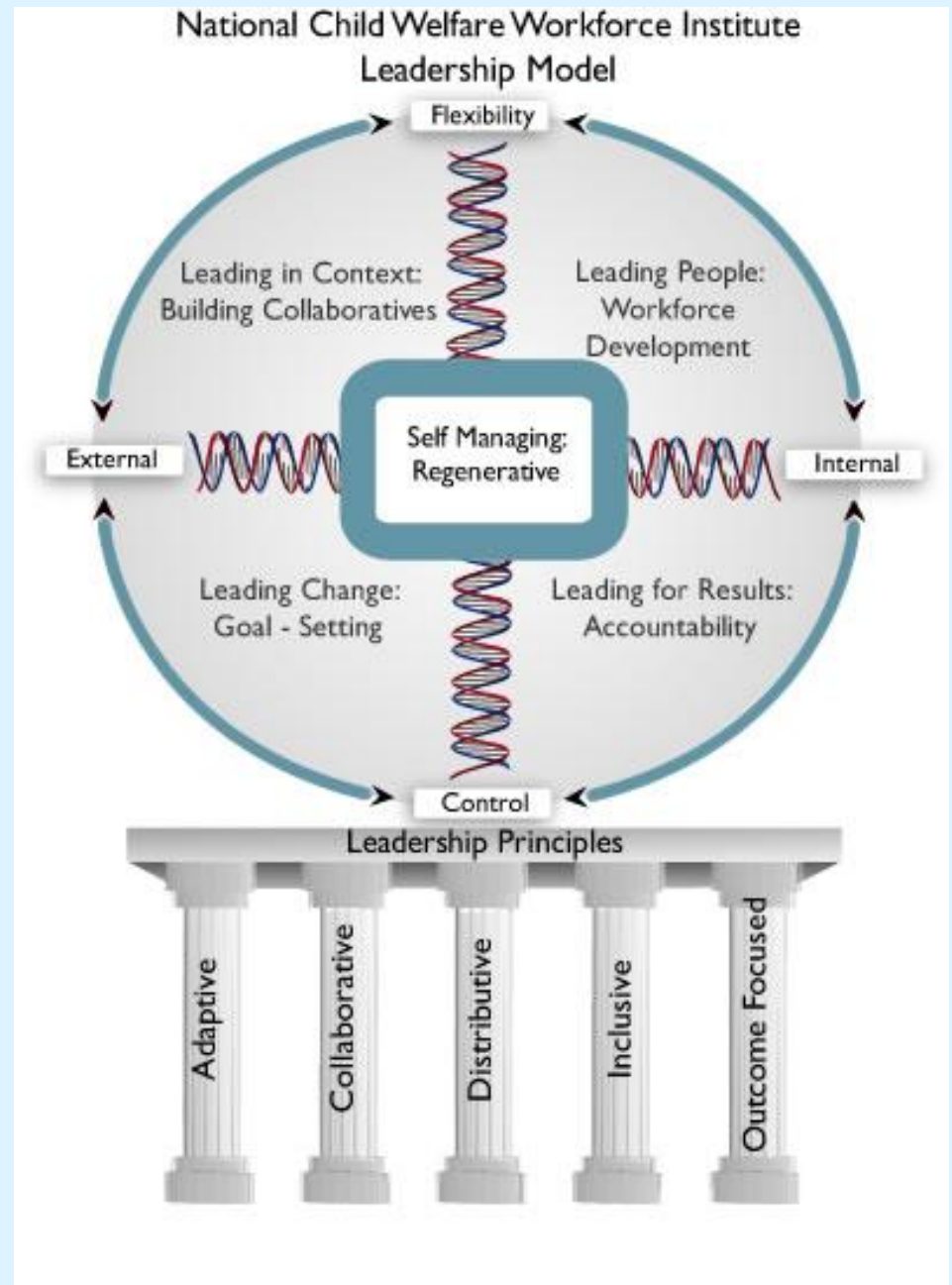
Accountability



Empowerment

Diversity & Inclusion

Applying the NCWWI Leadership Model to a Workforce Change Initiative

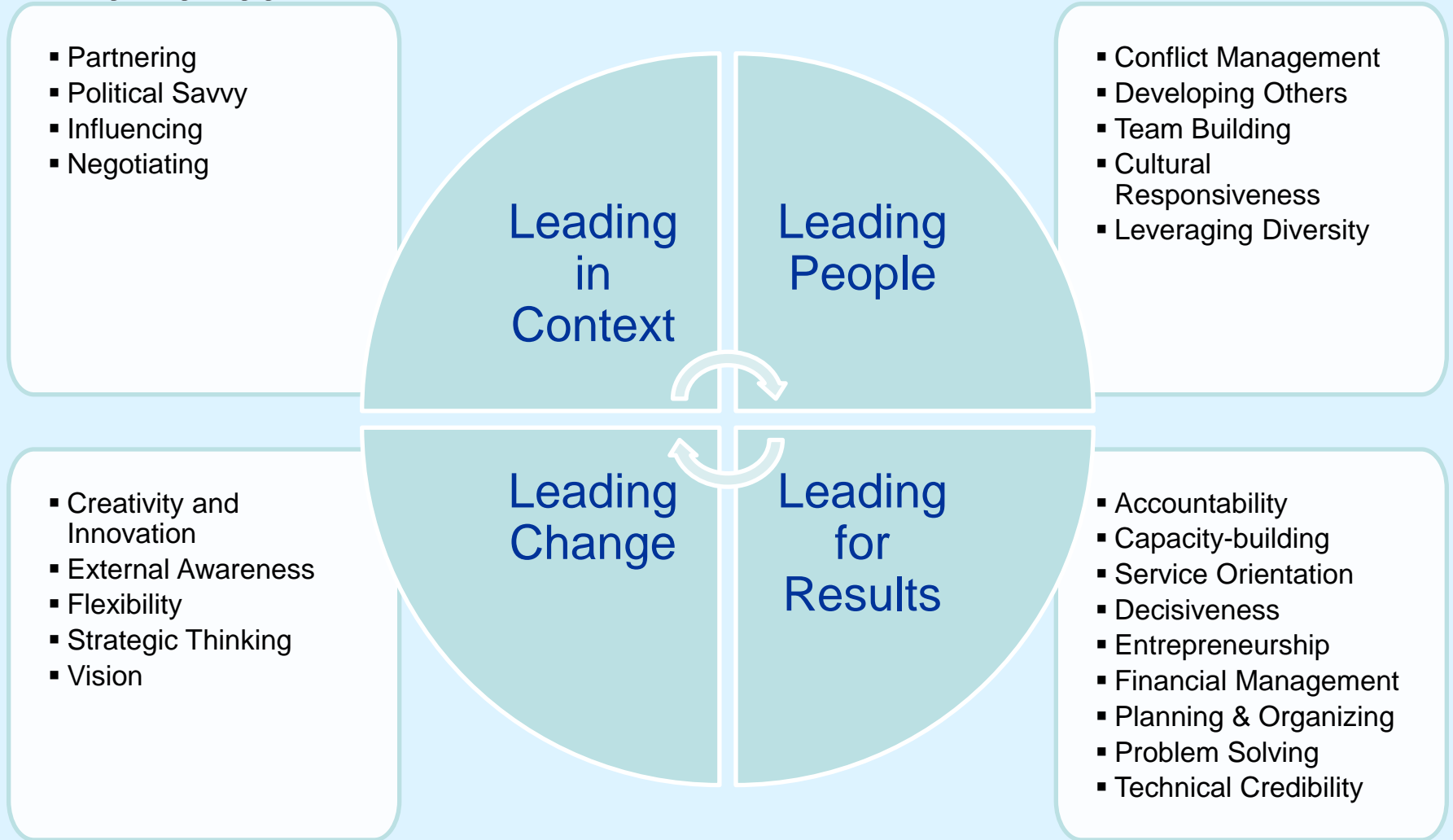


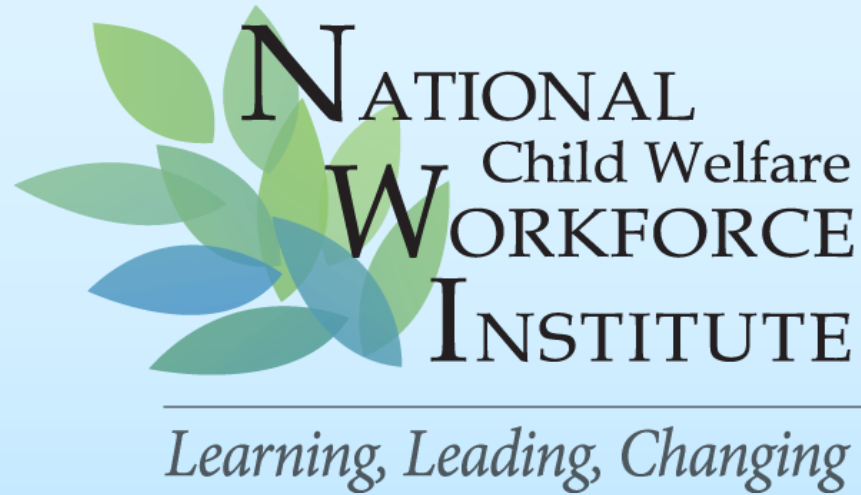
Applying the Leadership Model to a Workforce Change Initiative

Fundamental competencies include continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership, socially responsible



What leadership competencies & skills have supported the Initiative's success?

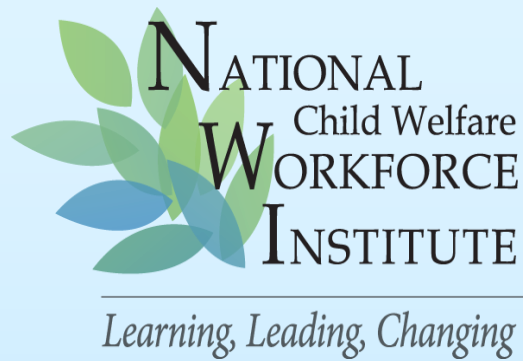




**Questions?
Comments?
Ideas?**

Continuing the Conversation

1. Visit www.ncwwi.org/eventsopportunities.html for the webinar **RECORDING & RESOURCES**
2. Participate in a follow-up **LEARNING LAB** for more discussion with your peers & our workforce/leadership experts (you received an email from Sara Munson)
3. Visit the *Child Welfare Workforce Connection*, at <http://cwwc.ncwwi.org> for more dialogue & **PEER NETWORKING**
4. Provide feedback on this webinar to help strengthen the webinar series by completing a **WEBINAR EVALUATION SURVEY** (you will receive an email from Robin Leake at the Butler Institute/University of Denver)



About Buncombe County North Carolina DSS –
Angela Pittman, Angie.Pittman@buncombecounty.org
Becky Kessel, Becky.Kessel@buncombecounty.org
Lisa Eby, Lisa.Eby@buncombecounty.org

About the NCWWI Leadership Framework -
Freda Bernotavicz, fredab@usm.maine.edu

About the National Webinar Series –
Sara Munson, smunson@albany.edu

About the Upcoming Learning Lab –
Sharon Kollar, skollar@albany.edu