

NSDTA Showcase Series:

Using Human Resources Data to Address Workforce Challenges

Tuesday, September 20, 2022



**INFLUENCE
BUILD
CONNECT**

2022 NSDTA Showcase Series Schedule

March 30, 2022 <i>Theme: Leadership During the Pandemic</i>	June 2022 <i>Theme: Crucial Conversations on Race Equity</i>	September 2022 <i>Theme: Workforce Development- Staff Hiring, Support, and Retentions</i>	November 2022 <i>Theme: Transfer of Learning for a Virtual Workforce</i>
Title: Inspiring Action Using Stories from the Past, Present, and Future Presenter: Lawrence Mirabal	Title: Crucial Conversations on Race Equity in Human Services Presenter(s): Terrance Stroud, Natalie Williams, Nichole Ossa, and Edwin Lebron	Title: Using Human Resources Data to Address Workforce Challenges Presenter(s): Megan Paul, PhD and Sandra Slappery Brown, MSW, PMP	Title: TBA Presenter(s): TBA



2022 NSDTA Education Conference Spokane, WA October 16th-19th

Registration is open at
www.nsdtaconference.com



Meet Today's Presenters



Megan Paul, PhD
**University of Nebraska-
Lincoln**



Sandra Slappey Brown, MSW, PMP
**Fairfax County VA Dept of
Family Services**

Today's Agenda

-  Evidence-Based Management
-  Workforce Data: Outcomes
-  Workforce Data: Processes
-  Diversity, Equity, and Inclusion
-  Case Example
-  Fairfax County, VA Experience
-  Call to Action
-  Resources



*Human
Resource* ▼

Evidence-Based Management



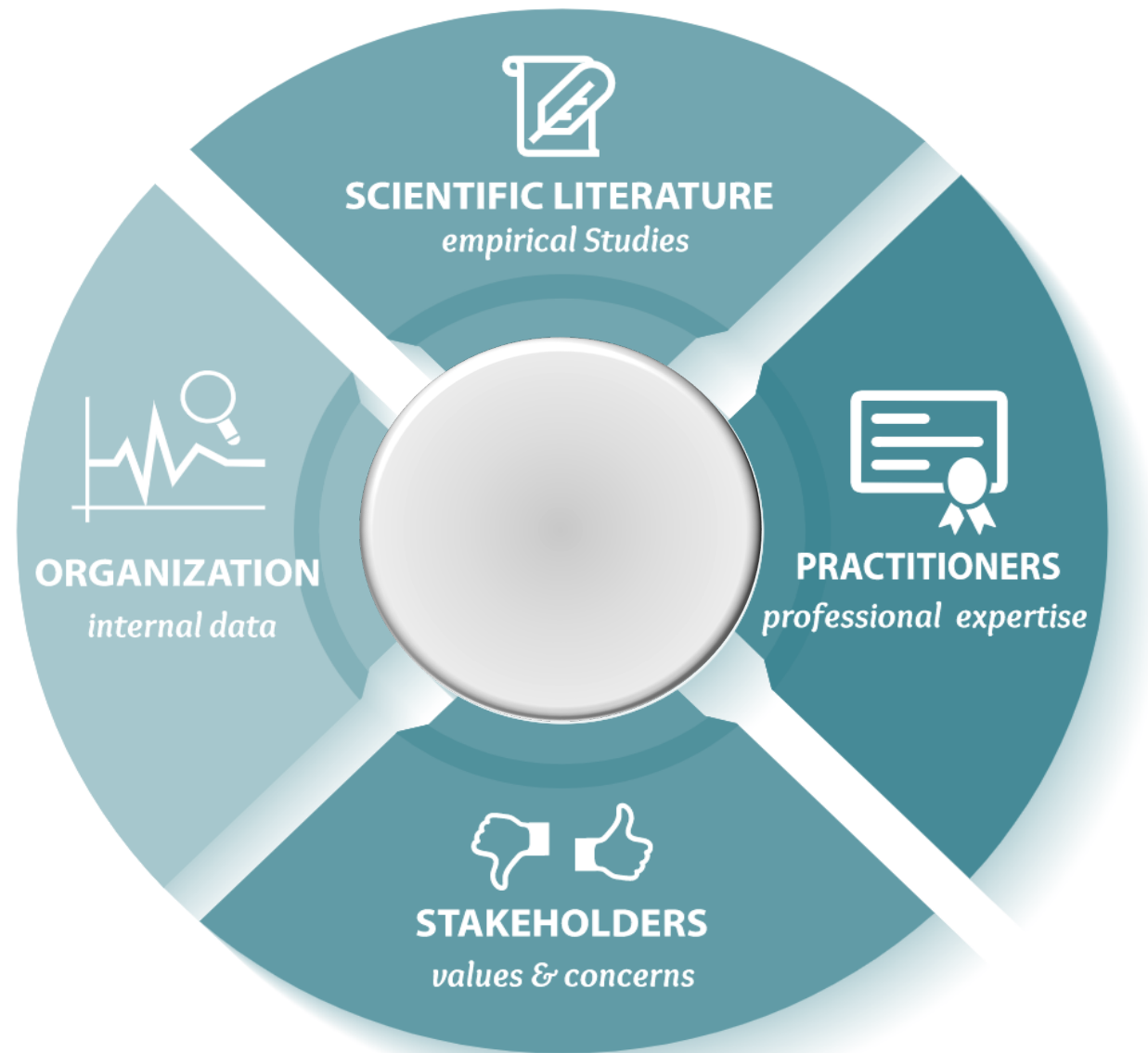
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Evidence-based management is about managerial decisions and organizational practices being driven by the conscientious, explicit, and judicious use of the best available evidence from multiple sources.



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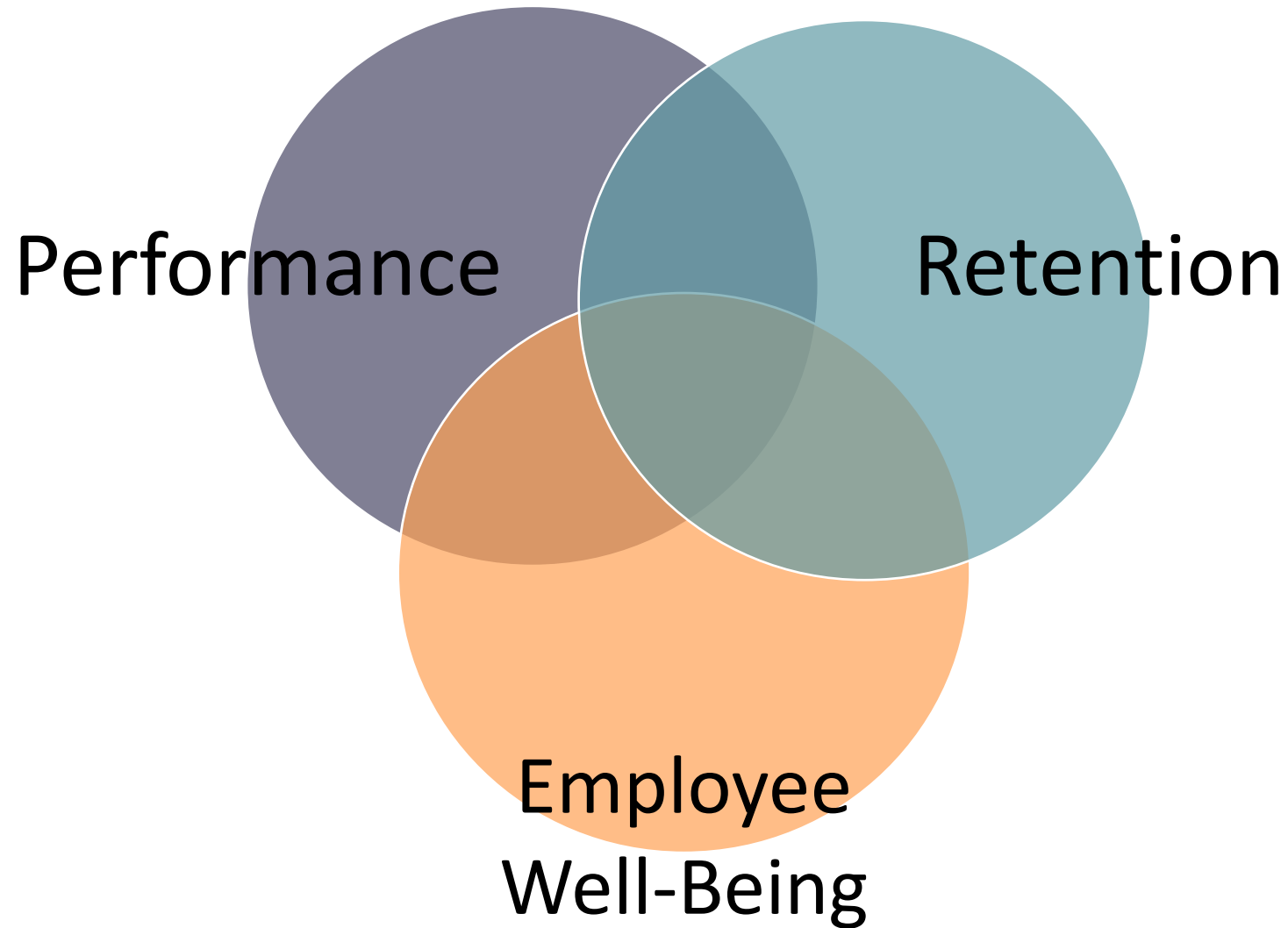


The background image is a composite of several elements: a laptop keyboard in the top left, a pair of glasses in the center, and various financial charts and documents. One prominent chart is titled 'Bank lending standards' and shows data for 'Credit standards - loans for house purchase' and 'Credit standards - consumer credit' from Q4 2017 to Q1 2020. Another chart is titled 'Bank lending to households' and shows 'Loans' and 'Credit standards' from Jan 2007 to Mar 2020. A third chart shows 'Decline in the stock prices of CRE investment trusts during the coronavirus pandemic' from Mar 12 to May 2020. The overall image has a teal overlay.

Organizational Workforce Data



Organizational Workforce Data: Outcomes



Types of Performance

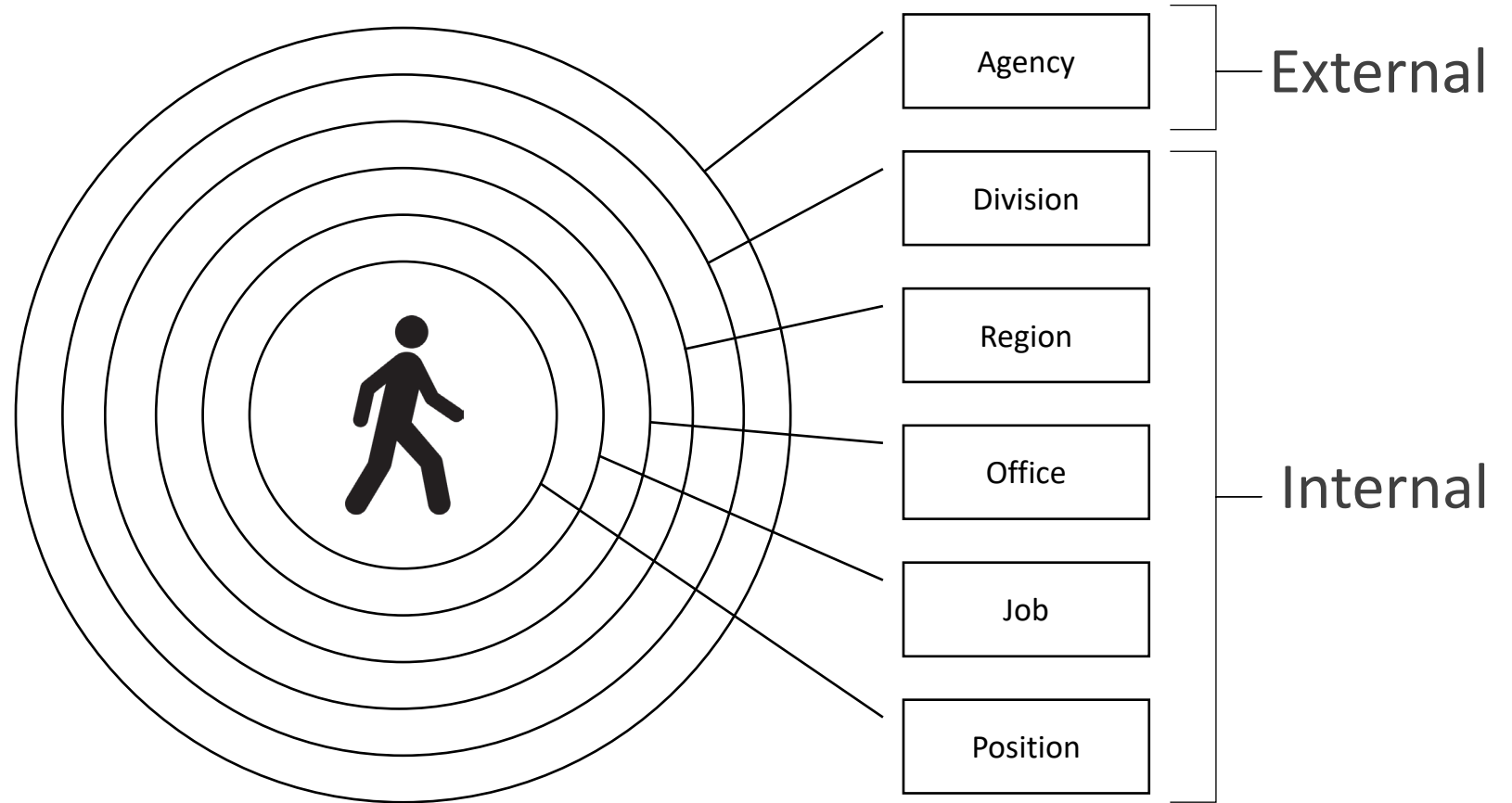
Training Performance

- Knowledge test scores
- Skills evaluation scores
- Field observations
- Assignment completion
- Professional conduct

Job Performance

- Task Quantity
- Task Quality
- Task Timeliness
- Professional Conduct
- Organizational Citizenship Behavior
- Discipline
- Rehire

Types of Turnover



Types of Turnover



- Voluntary vs Involuntary
- Avoidable vs Unavoidable
- Functional vs Dysfunctional

Who initiated?

Agency control?

Beneficial?



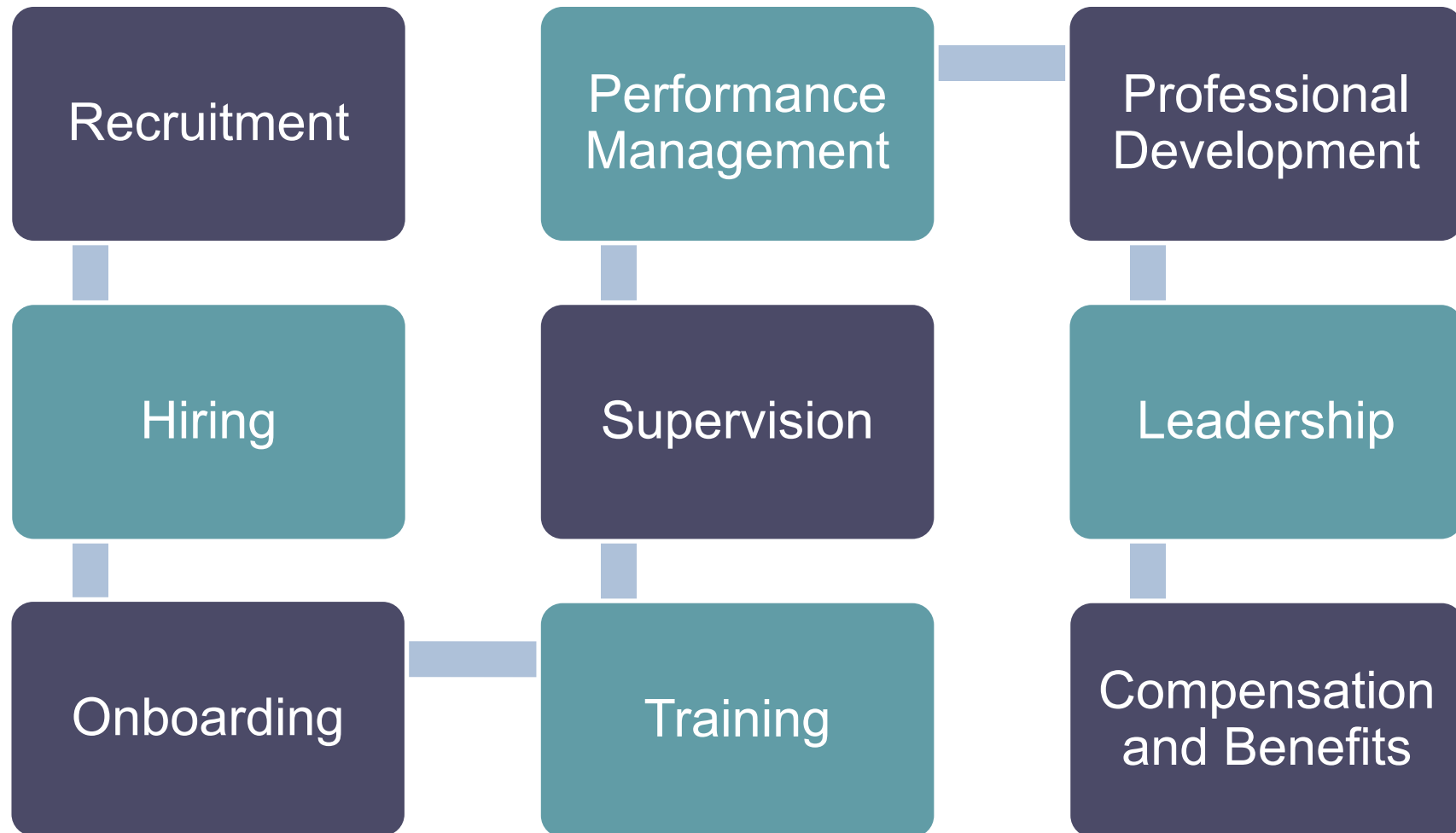
Types of Employee Well-Being

- Engagement
- Job satisfaction
- Stress
- Burnout
- Secondary trauma
- Perceived org'l support
- Organizational commitment
- Workload
- Organizational culture
- Inclusion
- Fairness
- Discrimination
- Civility
- Ostracism
- Coworker support
- Supervision, Leadership
- Psychological safety
- Withdrawal cognitions

Putting It All Together

Recruiting Source	% Retained		Avg 6-Mos Performance Rating	Avg Job Satisfaction Rating
	1 yr	2 yrs		
Type 1				
Type 2				
Type 3				

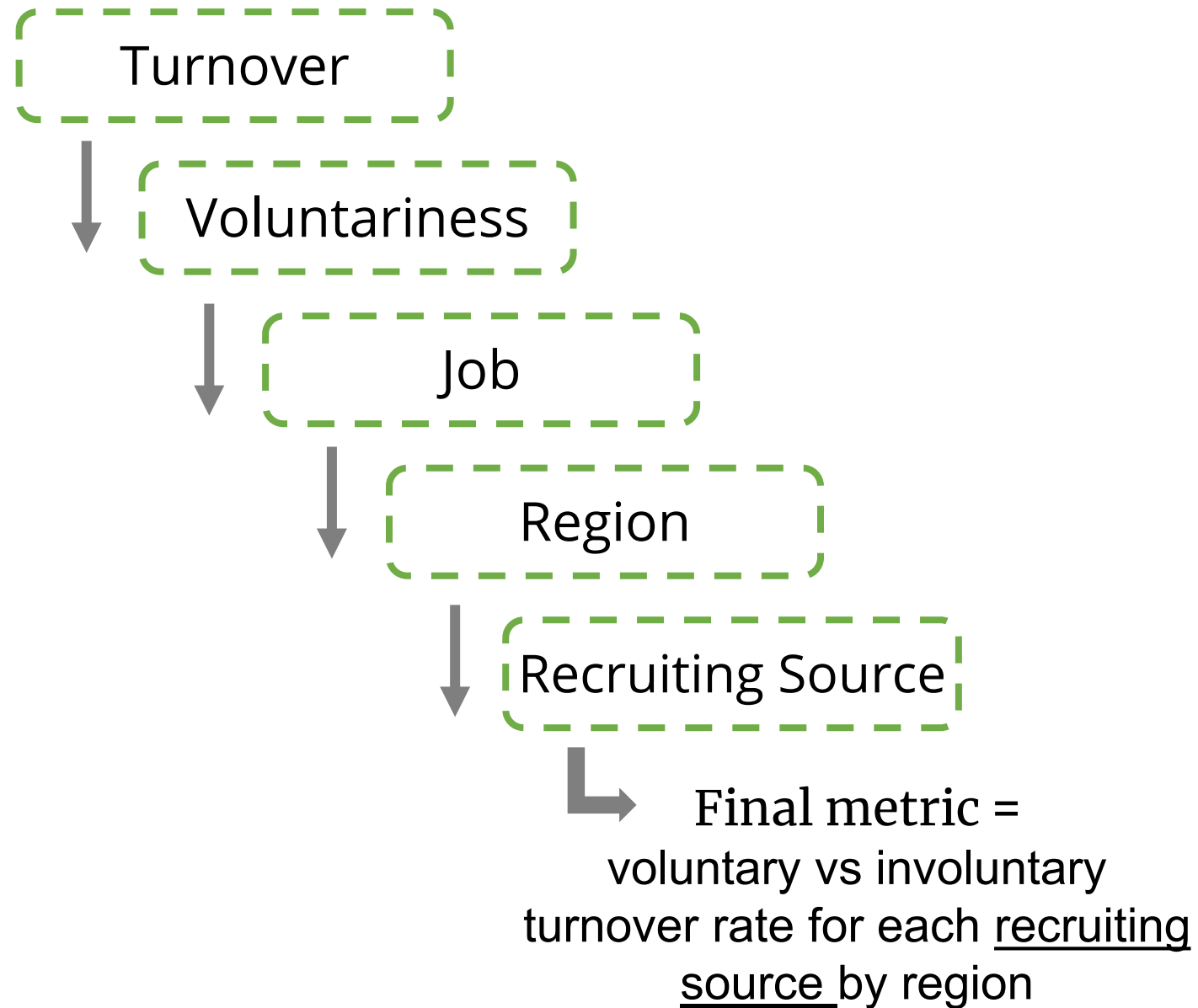
Organizational Workforce Data: Processes

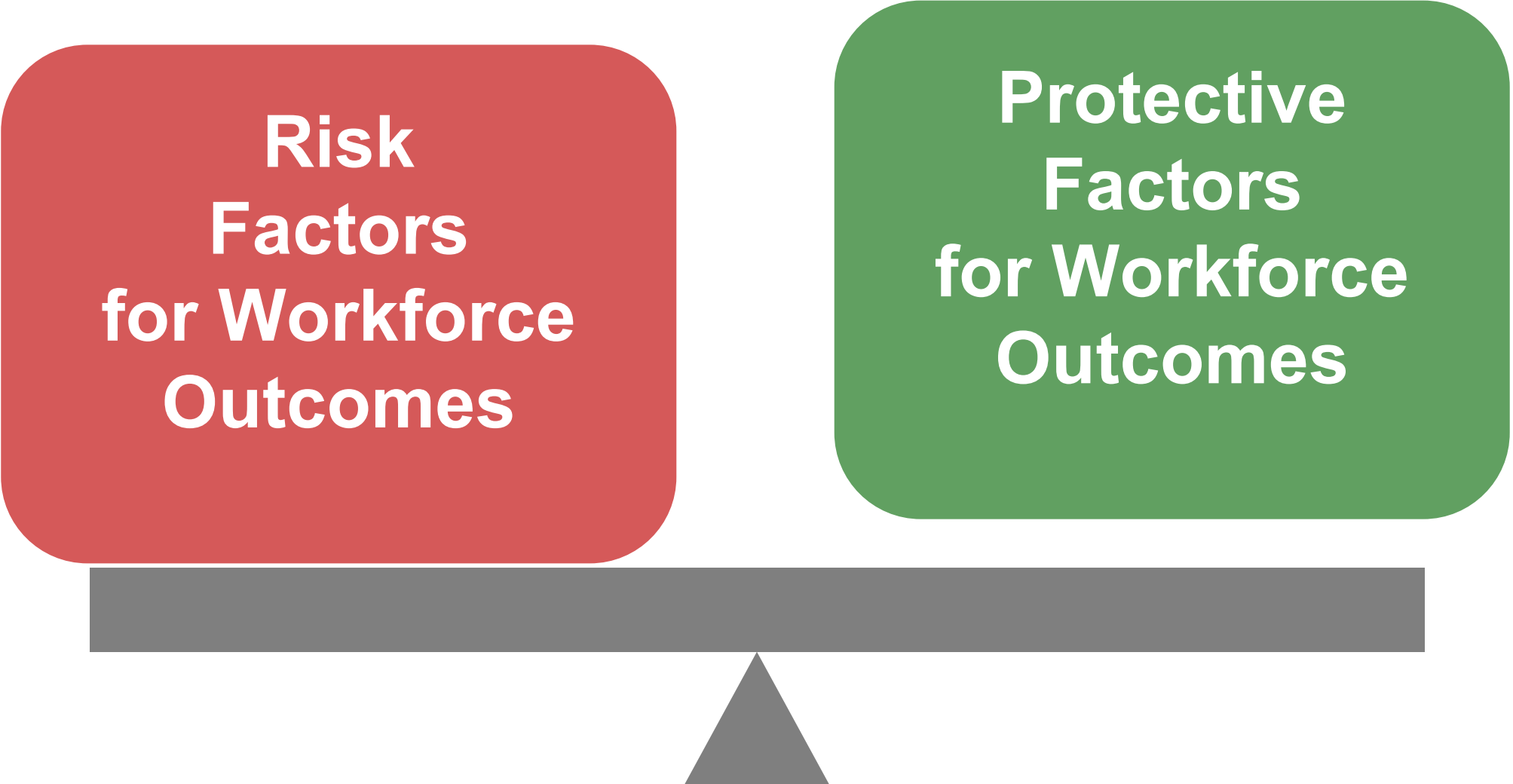




Data Segmentation

Time	Agency Structure	Leadership	Demographics	Recruiting	Role Structure	Work Arrangement
Month	Agency	Director	Age	Recruiting Source (e.g., job fair, social media)	Job Family (e.g., CPS, foster care,	Telework Eligibility and Status
Quarter	Division	Administrator	Gender	Applicant Quality (e.g., met the minimum vs. met the preferred qualifications)	Job Function (e.g., hotline investigation)	Work Hours (e.g., part time or full time)
Year	Region	Supervisor	Race, Ethnicity		Job Level	Appointment Type (e.g., temporary, probationary, permanent)
	Office		Language Use			Schedule Type (e.g., set, shift, compressed, flexed)
	Unit		Education			Caseload Capacity (e.g., full, graduated)
			Work Experience			
			Lived Experience			





**Risk
Factors
for Workforce
Outcomes**

**Protective
Factors
for Workforce
Outcomes**



Diversity, Equity, and Inclusion

Diversity



Differences in
Composition

Equity



Fairness in
Treatment and
Outcomes

Inclusion



Feeling
Respected
and Valued





Diversity

Differences in
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Race
White
Black or African American
Two or More Races
Asian
Other
American Indian or Alaska Native
Native Hawaiian or Other Pacific Islander
Missing/No response

Also Consider
 Ethnicity, age, gender,
 gender identity and
 expression, sexual
 orientation, religion,
 disability status, age,
 language, or other
 social identities

Race	Employees	Labor Pool
White	68%	78%
Black or African American	18%	10%
Two or More Races	7%	3%
Asian	1%	6%
Other	1%	3%
American Indian and Alaska Native	0%	.3%
Native Hawaiian and Other Pacific Islander	0%	.03%
Missing/No response	5%	--

Race & Ethnicity	Employees	Labor Pool	Utilization
White	68%	65%	+3%
Black or African American	18%	20%	-2%
Two or More Races	7%	3%	+4%
Asian	1%	6%	-5%
Other	1%	3%	-2%
American Indian and Alaska Native	0%	1%	-1%
Native Hawaiian and Other Pacific Islander	0%	2%	-2%
Missing/No response	5%	--	--

Race & Ethnicity	Employees	Labor Pool	Utilization
White	68%	65%	+3%
Black or African American	18%	20%	-2%
Two or More Races			+4%
Asian			-5%
Other			-2%
American Indian and Native			-1%
Native Hawaiian and Other Pacific Islander	0%	2%	-2%
Missing/No response	5%	--	--

Establish diversity
goals to address
underrepresentation

Diversity

Differences in
Composition

Equity

Fairness in
Treatment and
Outcomes

Inclusion

Feeling
Respected
and Valued



Drill
Up ▾



Drill
Up ▾



Drill
Down



Drill
Down



Drill
Up ▾



Drill
Up ▾



Drill
Down



Drill
Down

Primary Strategy:

Segment/disaggregate any metric by group identity variable of interest

- Recruiting
- Hiring
- Training
- Professional Development
- Performance
- Discipline
- Absenteeism
- Overtime
- Promotion
- Tenure
- Dismissal
- Resignation

Diversity

Differences in
Composition

Equity

Fairness in
Treatment and
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Feeling
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and Valued



Surveys, Focus Groups, Interviews

Types of Employee Well-Being

- Engagement
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- Organizational commitment
- Workload
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- Inclusion
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- Civility
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- Coworker support
- Supervision, Leadership
- Psychological safety
- Withdrawal cognitions

QUESTION



Hypothetical Example

A human services organization is concerned about employee well-being and turnover.

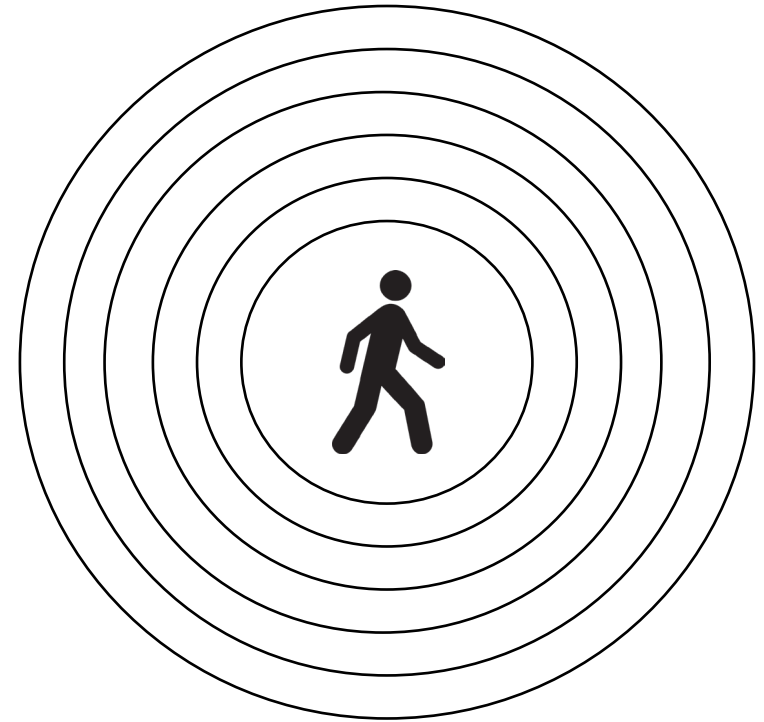
How can the agency use workforce data as one means to better understand these issues?

Presenting Issues

Employee Well-Being

- Burnout
- Secondary traumatic stress
- Supervisor support
- Organizational support

Turnover

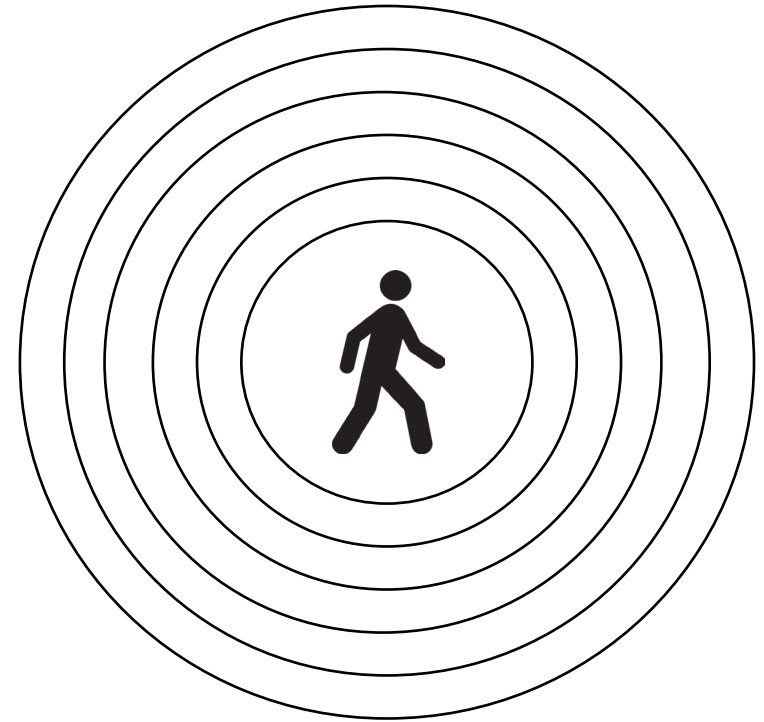


Presenting Issues

Human Services Workers

- External Turnover = 25%
- Internal Turnover = 16%
- Total Turnover = 41%

Turnover



Reason for Turnover	External Turnover	Internal Turnover
Resignation	165 (42%)	-
Retirement	19 (5%)	-
Dismissal	57 (14%)	-

Reason for Turnover	External Turnover	Internal Turnover
Resignation	165 (42%)	-
Retirement	19 (5%)	-
Dismissal	57 (14%)	-
Promotion	-	32 (8%)
Reassignment	-	28 (7%)
Transfer	-	93 (24%)

21%

- From where are these people being dismissed (e.g., office, supervisor, role)?
- Why are they being dismissed?
- When are they being dismissed?

		Personal Cover
	15 (3%)	-
Dismissal	57 (14%)	-
Promotion	-	32 (8%)
Reassignment	-	28 (7%)
Transfer	-	93 (24%)

Reason for Turnover	External	Internal Turnover
	-	52 (8%)
Reassignment	-	28 (7%)
Transfer	-	93 (24%)

- From where are these people being reassigned (e.g., office, supervisor, role)?
- To where are they being reassigned?
- Why are they being reassigned?
- When are they being reassigned?

Reason for Turnover	External Turnover	Internal Turnover
	-	-
	-	-
	-	-
		2 (8%)
		28 (7%)
Transfer	-	93 (24%)

- From where are these people transferring (e.g., office, supervisor, role)?
- To where are they transferring?
- Why are they transferring?
- When are they transferring?

Well-Being Measure	Rating for Leavers	Rating for Stayers
Burnout	4.2	3.8
Secondary Traumatic Stress	3.3	3.1
Supervisor Support	3.9	4.3
Organizational Support	4.4	4.6

5-pt Rating Scale



FAIRFAX COUNTY
DEPARTMENT OF
FAMILY
SERVICES

Fairfax County VA Dept of Family Services

- Goal: Reduce the vacancy rate across CYF and specifically within CPS within 6-12 months to ensure we have adequate staffing to meet all mandates and provide quality services that keep children safe and families connected.
- Progress
 - Analyzing data
 - Strengthening recruitment and retention strategies

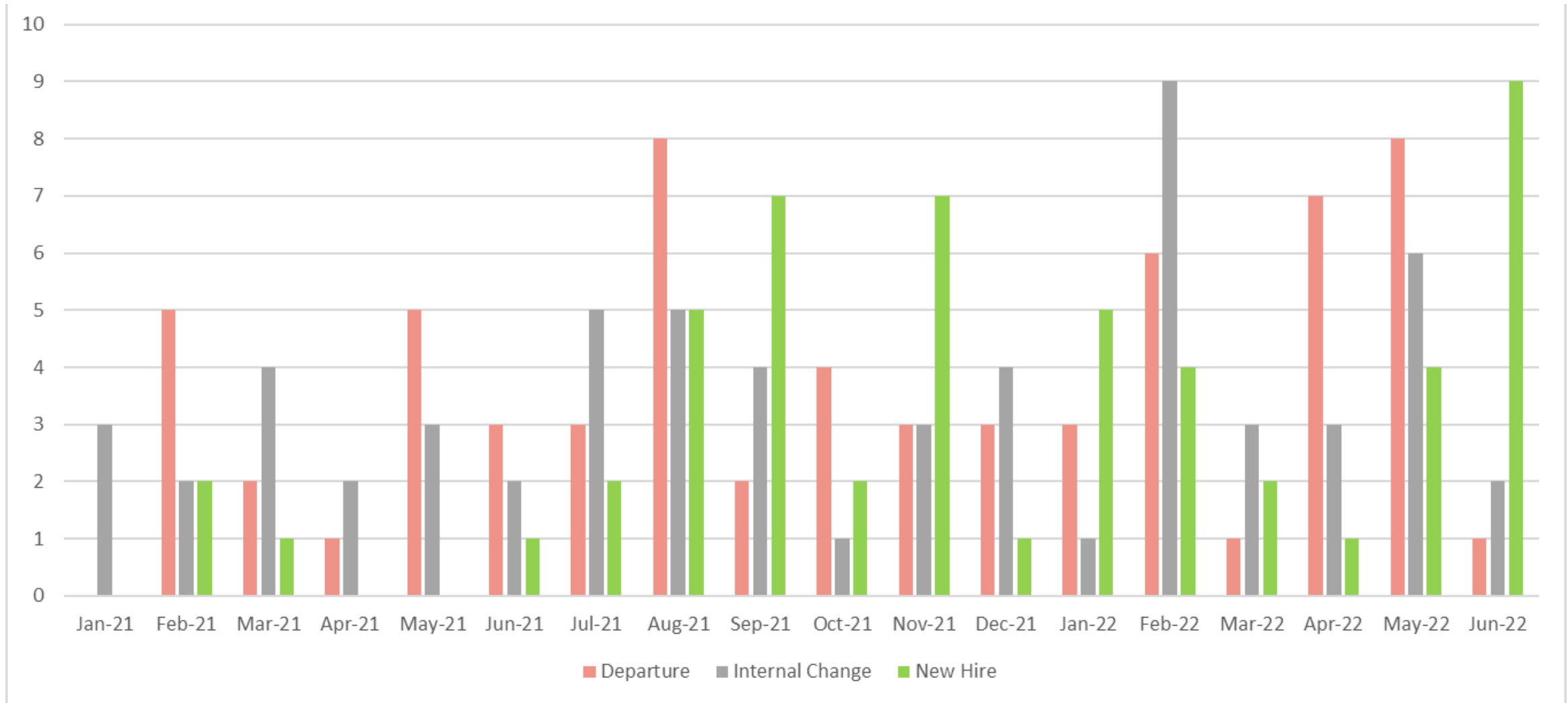
Fairfax County VA Dept of Family Services Data Analysis

- Successes
 - Point In Time (PIT) Monthly datasets are available
- Challenges
 - Lack of software for data cleaning
 - Waiting on County HR to develop reporting mechanism
- Next Steps
 - Continue to check with County HR about progress on reports
 - Continue to analyze monthly PIT data

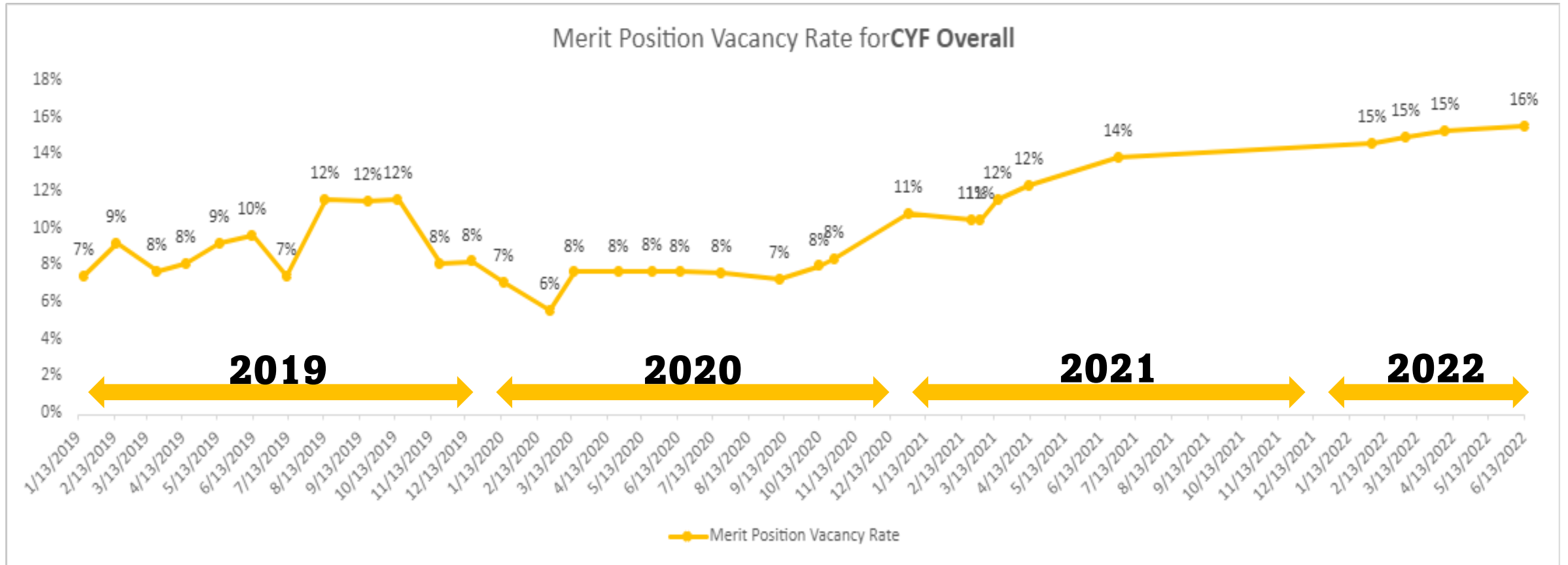
Fairfax County VA Dept of Family Services Recruitment and Retention

- Successes
 - Running continuous job ads
 - Emphasizing mission and values
- Challenges
 - Small candidate pools
 - Salary offers declined
- Next Steps
 - Working with County to study salaries for all specialists
 - Offering higher starting salaries
 - Study on recruitment process
 - Exit interviews and Stay surveys

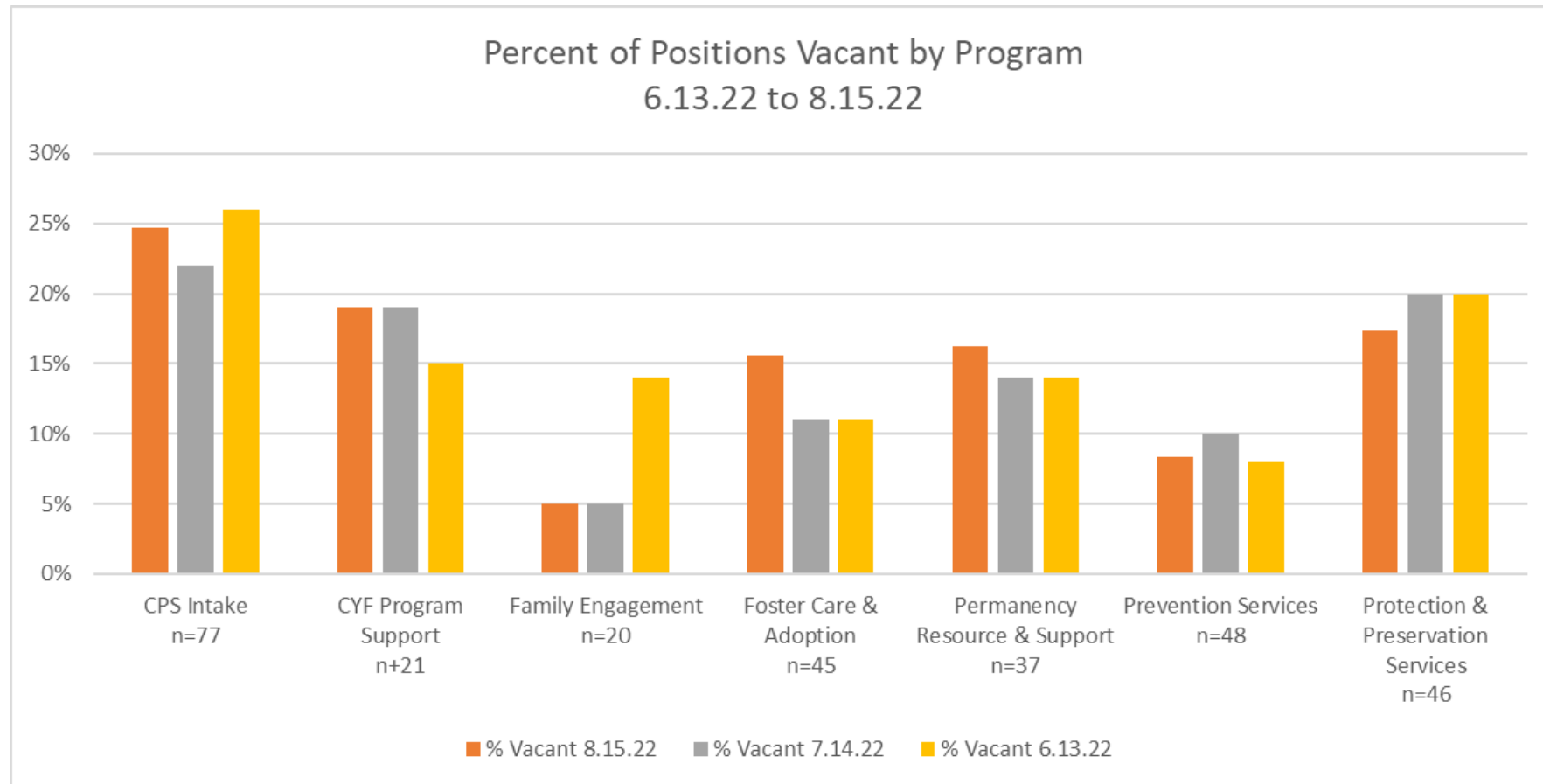
CYF Departures, Internal Changes, and New Hires



Point in Time Data: Vacancy Rates Over Time



Point in Time Data: Vacancy Rates By Program



Call to Action

1. *Use a systematic approach* to understand workforce issues
2. *Partner with Human Resources* to ensure a collaborative effort
3. *Make the most of data*, both old and new

Using Human Resources Data to Address Workforce Challenges

[Addressing the Disconnects Between HR and Child Welfare](#) This brief describes the challenges and benefits of collaborations between child welfare leadership and agency Human Resources to address workforce issues. Suggestions are provided for how to promote these partnerships.

[Creating a Workforce Analytics Team](#) When conducting workforce analytics, it can be helpful to adopt a team approach and involve various experts and stakeholders, each of which can make a valuable contribution. This brief provides suggestions for how to create a team to delve into your agency's workforce metrics.

[Data Quality](#) This resource highlights 9 criteria that are relevant for workforce data, suggests ways to assess data quality, and provides information on how to correct data and improve the quality of future incoming data.

[Worker Turnover Is a Persistent Challenge—So Is Measuring It](#) This brief summarizes the current national turnover challenges and outlines specific recommendations for how to accurately measure and understand agency turnover.

[Introduction to Workforce Metrics](#) This blog post describes some of what is possible to explore within the realm of workforce metrics as they relate to employee well-being, performance, and retention, and it explains key terms and concepts.

[Workforce Metrics](#) This brief provides details on how to calculate over 90 workforce metrics applicable to the child welfare workforce, related to recruitment and selection, education, work hours, work arrangements, caseload capacity, supervision, career development, performance, turnover and tenure, and costs.

[Data Segmentation](#) This brief describes the concept of using data segmentation, or disaggregation, to drill down into workforce data to identify areas of strength and opportunity.

[Umbrella Summaries](#) Umbrella summaries provide synopses of research on various workforce topics, along with recommended measures.

[Inclusive Language Guidelines](#) These guidelines from the American Psychological Association aim to raise awareness, guide learning, and support the use of culturally sensitive terms and phrases that center the voices and perspectives of those who are often marginalized or stereotyped.

Find more at www.qic-wd.org

See handout for recommended resources



Share Your Experience!