

Project Transition Plan

Task B: Recruitment and Retention of Caseworkers

Executive Projects (EP), Office of the DHS Director and Child Welfare Program (CWP)
Unified Child and Youth Safety Implementation Plan

PROBLEM STATEMENT AND PROJECT SCOPE

In Oregon, the Department of Human Services struggles to recruit hire, train, support, and retain committed, high-performing child welfare caseworkers who are reflective of the diversity of their communities being served. Several factors have been identified that impact staff recruitment and retention, including but not limited to: low quality of supervision, organizational environment and culture, unmanageable caseload size, unrealistic job expectation, lack of flexibility in working conditions, feeling unprepared for the position after training, and work-life balance. In addition, a lack of diversity in the workforce can impede efforts to engage families, children, and community partners leads to an instability in retention of staff from diverse populations. The purpose of this project is to create and implement a statewide strategy for the recruitment and retention of Child Welfare Social Service Specialist 1's (SSS1).

The scope of the project includes:

- Create a more efficient and effective hiring process (ensuring position descriptions are updated and accurately reflect duties, develop standardized supplemental and interview questions based on requested skills needed for SSS1 position, ensure hiring managers are aware of all responsibilities related to the hiring process)
- Assure candidates can access realistic information about job duties prior to applying for, or interviewing for, a position
- Identify bias and barriers for *underrepresented applicants* in the hiring process. Begin process to eliminate barriers in alignment with agency-wide efforts.
- Identify gaps and barriers in onboarding process and implement solutions to ensure effectiveness
- Develop process for the agency to gather information on reasons staff choose to leave or stay in position
- *Develop and implement realistic plan to ensure sustainability of recruitment, selection, and retention efforts including which positions will be responsible for them ongoing*

WORK ACCOMPLISHED AS OF AUGUST 1, 2018

1. Established Recruitment and Retention Project Team (August 2017)
2. Established Root Cause workgroup and Hiring workgroup (October 2018)
3. Develop standardized position descriptions and interview materials (March 2018)
4. Drafted script for Realistic Job Preview Introduction video (March 2018)
5. Drafted communication message to go out to field offices for Realistic Job Preview (March 2018)
6. Workload and engagement surveys sent to caseworkers (August 2018)
7. Request for Proposal (RFP) sent out for realistic job preview videos (August 2018)
8. Draft exit interview survey completed (August 2018)

OUTSTANDING PROJECT WORK AS OF AUGUST 1, 2018

TASK	Next Steps	Owner	Deadline
1. Develop equity strategy for hiring caseworkers and supervisors	Meet with OEMS to create plan related to equity and inclusion in hiring process	Brooke Hall, Project Manager	January 2019
2. Produce Realistic Job Preview Video		Brooke Hall, Project Manager	April 2019
3. Finalize standardized exit survey for all district offices	Work with ORRAI and HR to create process for exit interview survey. Enter draft survey into survey gizmo.	Brooke Hall, Project Manager, Workgroup	February 2019

		Develop communication plan.		
4.	Map onboarding process		Brooke Hall, Project Manager and Office of Continuous Improvement	November 2018
		Work with Office of Continuous improvement to map onboarding process and identify gaps		
5.	Develop plan to close gaps in the onboarding process.		Brooke Hall, Project Manager, Workgroup	January 2019
		Vet map and gaps with project work team		

PROJECT TRANSITION TASKS

N/A – Project manager to transition with project.

CURRENT PROJECT HEALTH AND MANAGEMENT STATUS

In the Summer of 2018, it was determined that projects would transition from the DHS Director’s Office to Child Welfare Program. The new executive sponsor will be Marilyn Jones, Child Welfare Director. At the time of transition from the Director’s Office, there was consensus on the health this project. Project health will be displayed below with both Executive Projects (EP) and Child Welfare (CW) reported project health below.

Project Health (EP Team)	Project Health (Child Welfare)	Project Status
<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> Executing/Monitoring <input type="checkbox"/> Closing

RISK AND MITIGATION STRATEGY

RISK	DESCRIPTION	MITIGATION STRATEGY
Integration	Project team lacks adequate representation from the field.	Continue to reach out to field Program Managers to solicit participation.
Stakeholder concern	Previous efforts to address recruitment were not fully accepted or implemented.	Involve HR and field supervisors in process/planning from beginning to help sense of shared ownership of project and outcomes.
Resources	Lack of resources.	Clarify the roles and responsibilities of all resources and stakeholders. May need leadership to prioritize work for program managers.

RECOMMENDATIONS

To ensure that the Child Safety project portfolio is accomplished on-time and is sustainable by program staff, the DHS Director’s Office recommends the following:

- Ensure clear sponsorship, decision-making structure, and clear roles and responsibilities at all levels of the project.
- Employ transparent and consistent communication about project progress to stakeholders, including posting key project management documents to public websites.

In this project specifically, the DHS Director’s Office recommends:

- Continue to work with the office of Child Welfare Programs, DHS Human Resource, and Office of Equity and Multicultural Services to ensure adequate worker recruitment and retention.

DOCUMENTS INCLUDED IN TRANSITION

The following documents are attached to this transition document:

- Project Charter
- Workgroup Participant Lists
- Project Status Reports