



DCFS FRONT LINE STAFF TURNOVER RATES

SOCIAL SERVICES APPROPRIATIONS SUBCOMMITTEE
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ISSUE BRIEF

SUMMARY

Currently in the Division of Child and Family Service (DCFS) there is an annual turnover rate of 19.9% in critical frontline staff positions. These critical staff work in the areas of child protective services, foster care, family preservation, family reunification, and in-home services. This brief addresses the intent language passed during the 2012 General Session requiring DCFS report on lowering its front line worker turnover rates, including information regarding its current tracking of worker turnover by category and by region, and provide a range of strategies that could be implemented within the existing DCFS budget to reduce turnover for critical frontline workers. This brief summarizes the DCFS response and includes the DCFS report in the appendix. No Legislative action is required in connection with this brief.

LEGISLATIVE ACTION

No Legislative action is required in connection with this brief. However, the Legislature may choose to take some action based upon the information provided.

OVERVIEW

Currently in the Division of Child and Family Service there is an annual turnover rate of 19.9% in critical frontline staff positions. During the 2012 General Session, the Legislature passed the following intent language to explore the possible causes of the high turnover rates and request strategies that could potentially be implemented within the existing DCFS budget to reduce the high turnover rate:

The Legislature intends the Division of Child and Family Services (DCFS) report to the Office of the Legislative Fiscal Analyst (LFA) by September 1, 2012 regarding lowering its front line worker turnover rates, including child protective service, foster care, and in-home service workers. The Legislature further intends DCFS report information regarding its current tracking of worker turnover by category and by region and provide to the LFA a range of strategies that could be implemented within existing DCFS budgets to reduce turnover for critical frontline workers. The Legislature further intends DCFS report to the LFA by September 1, 2012 exit information it currently collects by worker category and by region regarding why frontline workers leave their positions and where workers go after leaving these positions. (H.B. 2, Item 100)

In response to the intent language, DCFS reported to the Office of the Legislative Fiscal Analyst by its September 1, 2012 deadline regarding lowering its front line worker turnover rates and other related issues. The DCFS report is included in the appendix of this brief.

DCFS IDENTIFIED ISSUES RELATED TO HIGH FRONTLINE TURNOVER RATES

The Division of Child and Family Services identified the following seven issues associated with frontline worker turnover rates that negatively impact the operations of the division:

1. Loss of \$810,800 annually in training costs.
2. Loss of \$696,300 annually in new hire productivity.
3. Increase in sick leave usage of caseworkers as case volume increases.
4. Increase in additional time to complete services that may occur as children and families re-establish a trust/bond with the new caseworker.
5. Loss of stability and trust for children when the initial caseworker changes.
6. Decrease in the likelihood of connecting a foster child with a permanent family.
7. Increase in caseload volume to those existing caseworkers, while new hires are trained, resulting in higher stress levels and decreased work satisfaction.

DCFS FRONT LINE STAFF TURNOVER RATES

PRIMARY CAUSES OF FRONTLINE CASEWORKER TURNOVER AS IDENTIFIED BY DCFS

DCFS identified six primary root causes resulting in high frontline turnover (summarized from 14 identified):

1. Stressful nature of the work.
2. Workload/paperwork/caseload.
3. Money/pay.
4. Limited advancement opportunities.
5. Inconsistent management training.
6. Inadequate selection criteria.

DCFS INITIAL RECOMMENDATION ADDRESSING THE ROOT CAUSES OF FRONTLINE TURNOVER

1. Implement flexible work schedules, increase training, provide team building activities and increase management support, and offer telecommuting where possible.
2. Use *floaters* and interns, increased use of lead workers, hire more staff, evaluate current caseloads, offer more availability and flexibility in the use of overtime, work with Human Resources on future workforce planning, etc.
3. Increase salaries using a variety of different options including ASI's, merit increases, higher starting salaries in the range, bonuses, incentives, career ladder salary increases, discretionary increases, etc. when budget allows or if it can be accomplished through a cost neutral means.
4. Provide realistic job previews, quicken the selection process, increase use of social media in recruiting, create a job register, enforce a two-week notice of resignation, create a temporary frontline worker job, and evaluate candidates more carefully.
5. Provide mandatory management training on "best practices," provide mentoring of supervisors by successful supervisors and/or upper management, increased direction from administrative office, use of career mobility assignments, direct behavior-specific feedback to management, etc.

DCFS points out that this is just a preliminary report and that it needed to do further research and review to determine actual costs, sources of funding, and the means of implementing some of these recommendations.

The full DCFS report is contained in the appendix which includes more detailed analysis along with conclusions and recommendations.

APPENDIX:

A report prepared by the Division of Child and Family Services titled *Division of Child and Family Services – Turnover Study, August 2012* follows:

Executive Summary

Division of Child and Family Services - Turnover Study, August 2012

Historical Background and Problem Described

Currently in the State of Utah Division of Child and Family Service (DCFS) there is an annual turnover rate of 19.9% in the following frontline positions: Caseworker I, Social Service Worker, Caseworker Specialist I and Social Worker. Employees in these positions primarily work in the specific areas of Child Protective Services (CPS), foster care, family preservation services, reunification and in-home services. The goal is to reduce turnover down below 17% in these frontline positions. The problems associated with high frontline turnover rates within DCFS include:

- \$810,830 lost annually in training costs.
- \$696,261 lost annually in new hire productivity.
- Increase in sick leave usage of caseworkers as case volume increases.
- Children and families must re-establish the trust/bond with the new caseworker, which could result in additional time to complete services.
- Children lose stability and trust resulting from the resignation of the initial caseworker.
- There is a decreased likelihood of connecting a foster child with a permanent family.
- Increase in caseload volume to those existing caseworkers, while new hires are trained, resulting in higher stress levels and decreased work satisfaction.

Primary Root Causes

PRIMARY ROOT CAUSES FOR TURNOVER
Stressful Nature of the work
Workload/Paperwork/Caseload
Money/Pay
Limited advancement opportunities
Inconsistent Management training
Inadequate selection criteria

Recommendations to Primary Root Causes (Summarized)

RECOMMENDATIONS TO PRIMARY ROOT CAUSES
Implement flexible work schedules, increase training, provide team building activities and increase management support, offer telecommuting where possible.
Use floaters and interns, increased use of lead workers, hire more staff, evaluate current caseloads, offer more availability and flexibility in the use of overtime, work with Human Resources on future workforce planning, etc.
Increase salaries using a variety of different options including ASI's, merit increases, higher starting salaries in the range, bonuses, incentives, career ladder salary increases, discretionary increases, etc. when budget allows or if it can be accomplished through a cost neutral means.
Provide realistic job previews, quicken the selection process, increase use of social media in recruiting, create a job register, enforce a two-week notice of resignation, create a temporary frontline worker job, and evaluate candidates more carefully.
Provide mandatory management training on "best practices," provide mentoring of supervisors by successful supervisors and/or upper management, increased direction from administrative office, use of career mobility assignments, direct behavior-specific feedback to management, etc.

The initial request of this committee was to submit a preliminary report. It is certain, the Agency will need to form committees to determine costs/sources of funding, means of implementing and any further research needed.

Much more data-driven analyses, conclusions and recommendations follow in the detailed report titled ***"Division of Child and Family Services Turnover Study - August 2012."***

Division of Child and Family Services

Turnover Study - August 2012

Historical Background and Problem Described

Currently in the State of Utah Division of Child and Family Service (DCFS) there is an annual turnover rate of 19.9% in the following frontline positions: Caseworker I, Social Service Worker, Caseworker Specialist I and Social Worker. Employees in these positions primarily work in the specific areas of Child Protective Services (CPS), foster care, family preservation services, reunification and in-home services. The goal is to reduce turnover down below 17% in these frontline positions. The problems associated with high frontline turnover rates within DCFS include:

- \$810,830 lost annually in training costs. (Please see Appendix 1)
- \$696,261 lost annually in new hire productivity. (Please see Appendix 1)
- Increase in sick leave usage of caseworkers as case volume increases.
- Children and families must re-establish the trust/bond with the new caseworker, which could result in additional time to complete services.
- Children lose stability and trust resulting from the resignation of the initial caseworker trying to help them.
- There is a decreased likelihood of connecting a foster child with a permanent family.
- Increase in caseload volume to those existing caseworkers, while new hires are trained, resulting in higher stress levels and decreased work satisfaction.

“Conservative estimates are that agencies spend \$10,000 to recruit, hire, and train every single replacement child welfare worker.”¹ Moreover, “human service organizations are plagued by high levels of stress, burnout and turnover. Though turnover can be problematic in any profession, it is especially taxing within the human services, as excessively high turnover rates can potentially translate into lower quality services provided to dependent youth and families.”²

Methodology

The following team of individuals was brought together to work collaboratively in an effort to gather data-based, defensible root causes and recommendations:

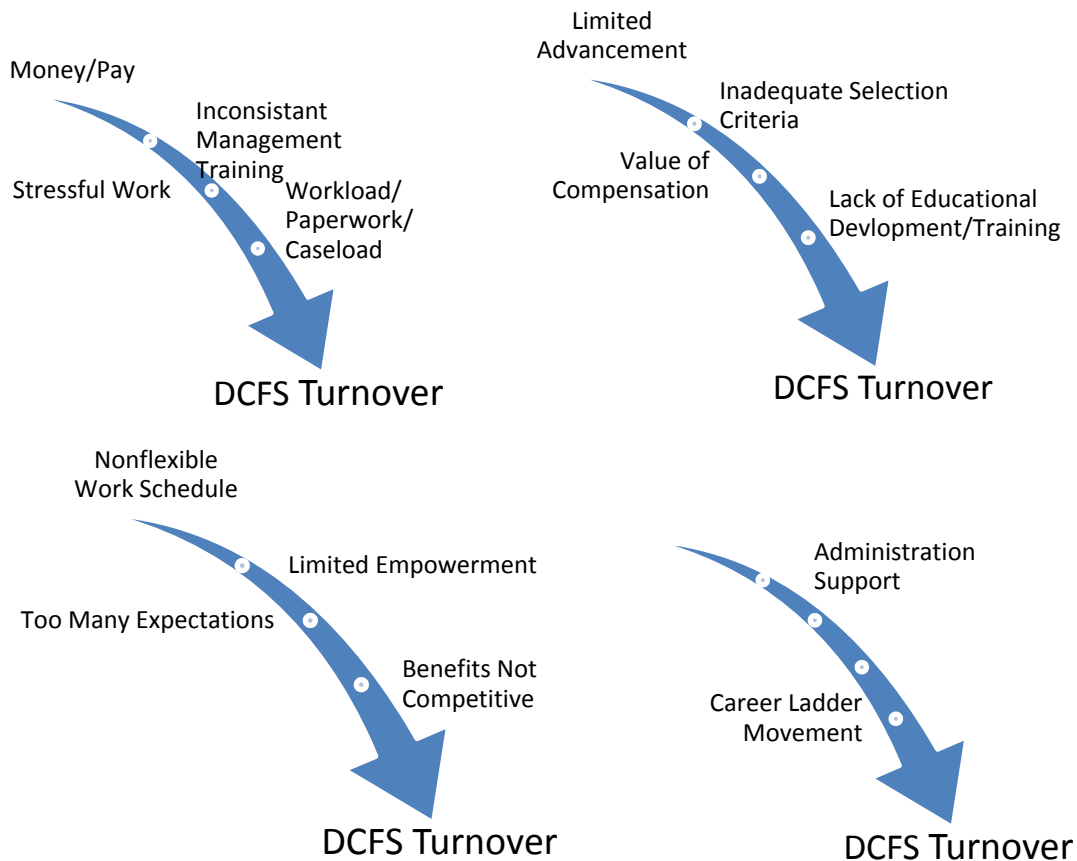
	Team Member Title	Primary Agency
	Finance Director	DCFS
	Field Office Manager II	DHRM
	Director of Information Systems, Evaluation and Research	DCFS
	Classification/Compensation Consultant	DHRM
	Research Consultant III	DHRM
	Research Consultant II	DHRM
	Program Manager	DCFS
	Contract/Grant Analyst	DCFS
	Principal Consultant/Project Manager	Consultant

Given the diverse sets of skills on the team, specific members took on the following research projects to determine the validity of root causes and solutions.

- Distribution of a National States Compensation Survey to determine rates of pay for frontline DCFS positions in states with similar position responsibilities across the nation.
- Distribution of a State of Utah DCFS Employee Survey to determine frontline employee opinions and experiences regarding positive aspects and challenges of their employment.
- Conducting focus groups consisting of current frontline DCFS employees from varied regions throughout the State of Utah discussing the positive things about the job and the challenges of the job.
- Conducting exit interviews by phone of nearly 100 resigned DCFS frontline employees to determine why people left DCFS and what might have encouraged them to stay.
- Researching and gathering historical trends and statistics of the ability of DCFS to attract and retain satisfied, competent and confident frontline employees.

Root Cause(s)

Based upon the data gathered, the committee determined fourteen potential root causes.



The fourteen root causes were narrowed down to six primary root causes.

PRIMARY ROOT CAUSES FOR TURNOVER	
1	Stressful Nature of the work
2	Workload/Paperwork/Caseload
3	Money/Pay
4	Limited advancement opportunities
5	Inconsistent Management training
6	Inadequate selection criteria

Root Cause Data

States Compensation Survey

The following table illustrates the State of Utah average base salary compared to that of other states (AL, GA, ID, IN, LA, MO, NE, NM, NC, WV and WI) having similar work functions and responsibilities found within the DCFS environment in those states.

Title	Number of Utah Employees	Utah Average Base Pay	States Survey Average Base Pay	Ratio of States to Utah	Compa Ratio
Caseworker I	171	\$15.15	\$15.58	(0.43) or 2.76%	.82
Social Service Worker	320	\$17.92	\$19.90	(1.98) or 9.95%	.86
Caseworker Specialist I	55	\$19.41	\$18.17	1.24 or 6.39%	.84
Social Worker	22	\$20.12	\$21.79	(1.67) or 7.66%	.87

The State of Utah salary structure appears to be competitive but the reality of the average actual base salaries are that they are all very near the beginning of the salary range. In compensation theory, the midpoint of the salary range should reflect the competition of average actual base salary in the market. While the State of Utah starting salary ranges are competitive, the State of Utah employee average actual base salaries fall below the market. This is an outcome when there are no annual merit increases provided over a period of time resulting in salary range penetration not occurring.

The additional troublesome outcome is “compression” in the salary range. Compression occurs when there is no movement of the actual base salaries and new people are hired into the organization. All salaries, regardless of years of experience and/or performance are compressed at the bottom of the salary range. When employees feel there is no hope for a monetary increase and they have an opportunity to work elsewhere for additional pay, turnover increases. In addition, when employees feel their base salary compensation is not commensurate with the education, experience and skills they bring to the job, they will leave that organization. Regardless of the research in 2012 on this project or previous research, employees referred to “low pay” as a significant factor in employee turnover.

State of Utah DCFS Employee Survey

Three hundred and thirty-six frontline employees (Caseworker I, Caseworker Specialist I, Social Service Worker and Social Worker) were surveyed in the State of Utah DCFS Employee Survey. The demographics of the survey respondents are in the following table.

Gender	Male = 80 Female = 252 No Answer = 4
Title	Caseworker I = 100 Caseworker Specialist I = 22 Social Services Worker = 179 Social Worker = 24
Highest Level of Education	Bachelor's Degree = 235 Master's Degree = 95 PhD or Equivalent Degree = 0
State of Utah Service Years	Less than 1 = 30; 1 to 2 = 46; 3 to 4 = 42; 5 to 6 = 75; 7 to 10 = 63; 11 to 15 = 33; 16 to 20 = 22; 21 to 25 = 12; 25+ = 5
Age (Years)	Less than 25 = 26; 26 to 30 = 60; 31 to 35 = 68; 36 to 40 = 44; 41 to 45 = 46 to 50 = 31; 51 to 55 = 27; 58 to 60 = 14; 61 to 65 = 8; 66 or older = 2

Of the frontline employees responding to the survey, approximately 47% have up to 4 or fewer years of experience with DCFS and 24% have 5 to 10 years of experience with DCFS. The table below illustrates the number of frontline employees by years of experience in the current DCFS job for the 336 total respondents. The table below focuses on DCFS experience only rather than State of Utah Service Years (table above).

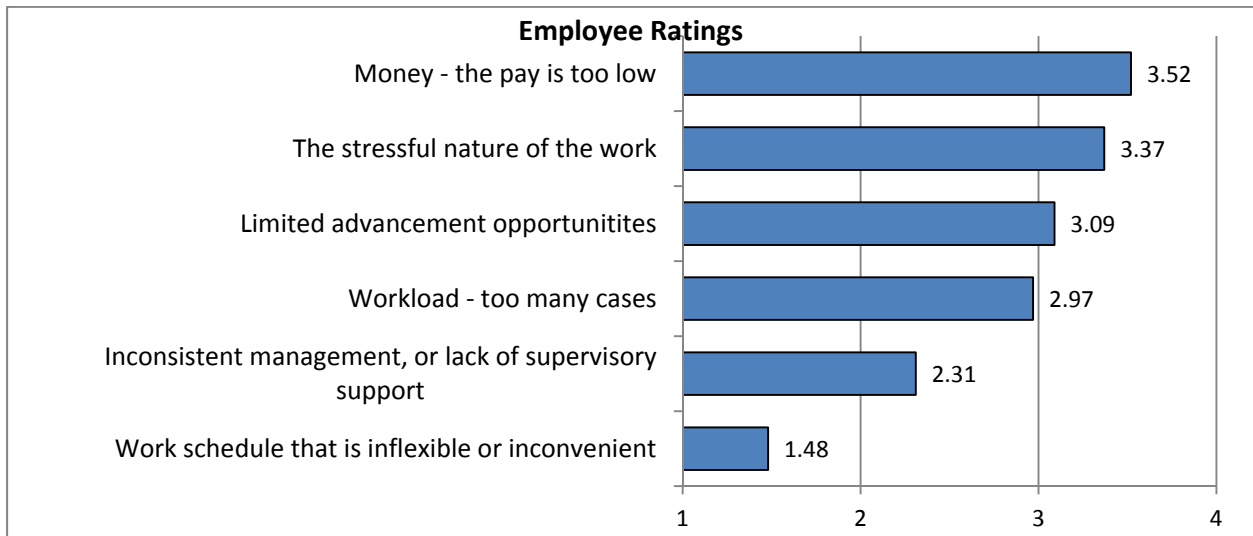
<1 year	1-2 years	3-4 years	5-7 years	8-10 years	10-15 years	16-20 years	21-25 years	26+ years	Total Responses
56	59	44	81	43	28	17	8	0	336

As mentioned, this differs from the years of experience listed in the table just prior to this table. Again, of the 336 employees responding to the survey, 47.4% of them had four or fewer years of employment in their current position with DCFS.

In another question on the State of Utah DCFS Employee Survey, it was asked *“How much longer do you see yourself working in this position?”* Of the 318 employees responding to the survey, 58.49% said they see themselves working in the position in the future for four or fewer years. For the 318 employees responding to this question more than half of them see themselves working in the job for less than four more years.

The State of Utah DCFS Employee Survey reveals those factors employees believe contribute to turnover. The question reads, “From your observations or experience, how strongly do the following factors contribute to an employee’s decision to leave DCFS?”

1 = No Influence at All to 5 = Very Strong Influence..



Based upon the bar chart above, low pay, high stress, total compensation, limited advancement and heavy workload, all play a significant role in frontline employee turnover at DCFS.

Focus group feedback and the State of Utah DCFS Employee Survey indicate most employees value the State of Utah benefit package, the flexible hours of employment, the opportunity to help the children and their families, and supervisory and co-worker relationships.

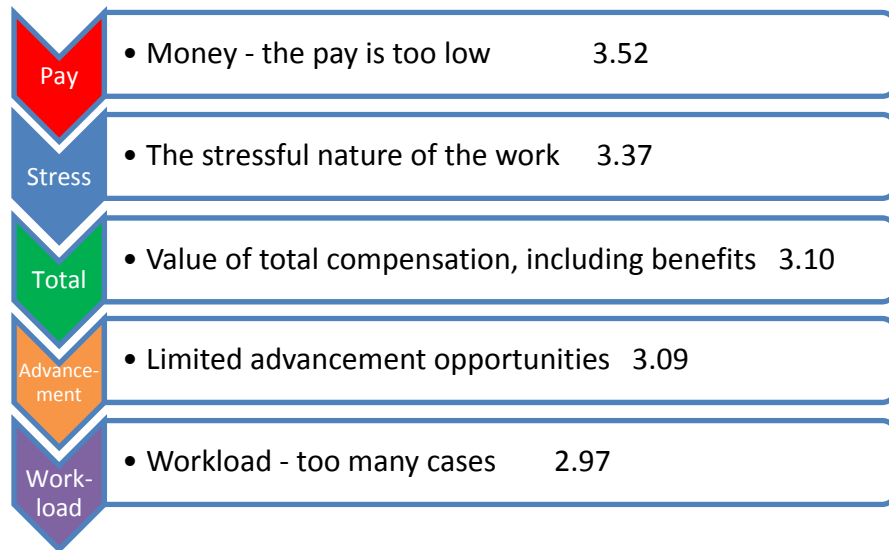
Contrastingly, focus group feedback indicates most employees find the following least rewarding: low compensation and no pay increases, high stress level of the job, working with difficult clients, limited opportunity for advancement, perceived bureaucracy, safety/risk involved in working with clients who can be dangerous, poor communication between employees and supervisors, high caseload, political decisions in hiring and promoting and lack of appreciation and positive feedback.

The State of Utah DCFS Employee Survey indicates 50% or 157 of the respondents carry a caseload of 15 to 18 cases at any given time. The CWLA caseload standard is 12 active children (*recently updated to 13*) per caseworker doing assessments/investigations.³

What is the average number of cases assigned to you at a given time?



From the State of Utah DCFS Employee Survey respondents' observations and experience, the top 5 factors (1 = No Influence at All and 5 = Very Strong Influence) contributing to an employee's decision to leave DCFS are:

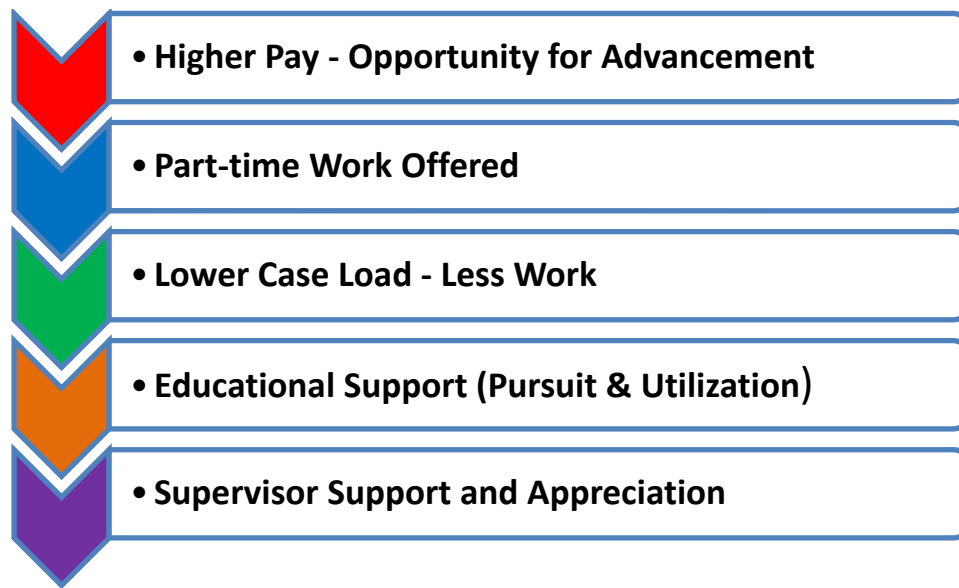


Exit Interviews

There were 220 people terminating with DCFS contacted by phone from which to obtain exit interview information. Of those 220 people, 76 had disconnected numbers and another 47 people were unreachable after 3+ attempts. There were 97 respondents contacted by phone providing exit interview information.

The exit interview data revealed the top primary reasons for leaving in order of their frequency mentioned were High Case Load, Low Pay, Inconsistent Management Training, Career Change, Parenting and Personal Reasons.

The exit interview information revealed the top primary solutions for encouraging these respondents to stay at DCFS in order of their frequency mentioned:



Of those respondents willing to discuss more specific details about leaving DCFS, 47 mentioned having no other job lined up when they left employment with DCFS. Twenty respondents leaving DCFS mentioned receiving a pay increase (on average \$4/hour with an additional two employees receiving double their pay) in accepting new employment. Eleven respondents mentioned a pay decrease in accepting new employment. Three respondents took the same salary.

In a report prepared by DCFS Information Systems and Research Office, Linda O'Brien and Navina Forsythe⁴, data was collected on 288 individuals who had left DCFS employment from 2005 to 2008, 81% of the people were leaving state government altogether. People reported they resigned primarily because of job stress, a desire for different duties and better pay. Other reasons included relocation, leaving the workforce and returning to school.

DCFS Turnover Study Recommendations

Recommendations to Primary Root Causes

As stated previously, the 2012 turnover rate for DCFS frontline workers is 19.9%. In contrast, the turnover rate for all other positions in DCFS is 9.2%. Recent data also shows 48% of terminating employees did so after three or fewer years of service and 62% left the agency with four or fewer years of services. In contrast, only 15% terminated employment after more than 10 years of service. Clearly, frontline retention efforts should focus on employees with 4 or fewer years of DCFS employment.

Further, these DCFS frontline employees have expressed frustration that there is no way to earn more money without promoting into a management position. However, DCFS needs experienced employees in these frontline positions as they are critical to the work completed by DCFS. Employees have also expressed frustration that there is no monetary reward for obtaining a master's degree in Social Work, yet this also greatly benefits the Agency. Survey data shows DCFS assists many employees in obtaining their master's degree through the educational assistance program. However, because they are not awarded any type of a monetary increase for obtaining their degree, many employees leave state employment due to obtaining higher paying positions outside of DCFS based upon their advanced education degree. Therefore, DCFS invests money in helping employees to pay the costs of their education only to lose them and not reap the benefits after the employee receives their degree.

During the focus group research, participants responded to the following question *"Where could DCFS improve its relationships with frontline employees to increase retention and workforce engagement?"* The primary responses (those being mentioned most frequently) include: increase compensation; reduce benefit costs; reduce caseloads; improve management skills; reduce paperwork; offer more training to employees; create advancement opportunities particularly with employees earning their Master's in Social Work; teach employees how to deal with stress.

After determining the root cause and reviewing the data, the team makes the following recommendations by Root Cause.

Recommendations for Root Cause #1 – Stressful Nature of the work contributes to high burnout and resulting turnover. Possible solutions to the issue of stress include:

- Flexible work schedule providing for personal and family issues, educational opportunities, etc.
- Stress management training to all full-time frontline employees.
- Opportunities for all regions to have team time away from the work site such as organization picnics, team building activities, etc.
- Increase training opportunities for all employees; facilitate cross training within the work unit as well as across regions (teach best practices of the region to other regions).
- Provide more availability and flexibility for overtime, as budget allows.
- Continue to offer telecommuting where possible.

Recommendations for Root Cause #2 – Increasing caseloads/workloads, redundant paperwork, perceived bureaucratic processes and increasing caseloads contribute to high turnover rates.

Possible solutions to the high workload issue include:

- Evaluate current employee caseloads to ensure they align themselves with the average caseload number of 13. Employees identify the difficulty of the number of cases as well as the complexity of cases. Eight to ten more complex cases are similar to thirteen to sixteen routine cases. At times, the better the performer, the more the caseload is increased. This appears to be an unfair distribution of the work and the cases. In addition, the introduction of one form is intended to delete the old form but more often

than not, both the new and the old form are required. Reduce and automate the required forms/paperwork.

- Increase the use of “floater” positions to perform the work where someone has quit or there are new hires and they are in training to come up to speed.
- Hire more employees to reduce caseloads, which will in turn reduce employee turnover. The cost of turnover for training new employees on an annual basis is \$810,830 per year. The cost of hiring new employees will be recouped in reduced training costs based upon reduced turnover.
- Improve technology to reduce caseload paperwork and to increase efficiency. Perhaps schedules, paperwork and more of the work could be restructured to do it online.
- Increase use of part-time positions which will be a less expensive way to increase headcount.
- Increase the use of lead worker positions. Currently, there are a limited number of lead worker positions being utilized. It appears employees find them helpful with the more complex cases. The lead worker positions focus more on the “work” part of the position rather than the “supervisory” part of the position and this is helpful to frontline employees.

Solutions for Root Cause #3 - One of the most frequently mentioned root causes was “Money/Pay.” Low pay seems to be an important issue relating to turnover. If monetary resources become available in the future or DCFS is able to fund these solutions in a cost neutral manner, then solutions to the issue of low pay include:

- Pay increase by job title may be in the following forms:
 - Merit Increase
 - Administrative Salary Increase (ASI)
 - Market Comparability Adjustment Increase (MCA)
 - Bonus/Incentive awards
 - Discretionary Increase for positions paid under the market
 - Pay increase to relieve compression

Annually, DCFS loses approximately \$810,830 in training costs and \$696,261 in productivity due to employee turnover (Appendix 1). Further, there is recent data to show that even small increases in salary reduce the turnover of DCFS employees. In the DCFS retention data for 2008 (Appendix 2), there was a **30%** reduction in turnover when DCFS employees received an ASI of one to five steps on the pay plan (an average 5% base salary increase) costing the Agency an additional 1.5% in payroll. This funding came from a 1.5% discretionary increase from the legislature in 2007.

- The majority of DCFS frontline workers are employed in the Social Service Worker job title. Another option to reduce the turnover rate of incumbents in the Social Service Worker job is to implement a salary increase or “career/pay ladder” (a salary increase based upon years of service for employees in their existing salary ranges in the form of an ASI to encourage them to remain with the organization without promoting). Based upon the statistics of 62% of employees leaving DCFS with four or fewer years of service or after receiving their master’s degree, it is proposed a career ladder base salary increase be implemented so that after four years of continuous, successful employment in a Social Service Worker position or upon obtaining a related master’s degree, a 5.5%

salary increase would be awarded through an administrative salary adjustment (ASI). Every four years thereafter, a person who remains in a Social Service Worker position would receive a 5.5% ASI. Successful employment is considered to be no disciplinary action and/or unsuccessful performance evaluations during the past four years. Implementing a career/pay ladder salary increase (in the form of an ASI) will also relieve the pay compression of Social Service Workers as 82% are in the first quartile of the pay range. The proposed career ladder salary increase will allow for the pay range penetration and incentivize employees to stay in this critical position while not forcing them to promote to receive a pay increase. The Agency and clients greatly benefit from the knowledge and experience of a seasoned worker.

Recommendations for Root Cause #4 – Job requirements are fully defined to the job candidates.

- Presenting a realistic preview of the job through:
 - Video and self-assessment
 - Detailed and accurate job duties and responsibilities outlined in recruiting materials (including recruitment announcement, MPR and DPR)
 - A pre-screening test given in the selection process to predict the position candidate's successful performance in the DCFS position.
 - A ride-along similar to that which is done in public health or public safety to provide a realistic preview of the DCFS position.
- Evaluate the recruitment and selection process to determine its weak spots and ensure DCFS is recruiting competent and qualified job candidates in a timely manner including:
 - Decreasing the amount of time to fill vacant positions;
 - Enforcing a two-week notice requirement for those staff resigning;
 - Use of other social media to assist in obtaining the best qualified candidates with new recruiting software;
 - Work with Human Resources to improve workforce planning by creating temporary frontline positions to be used to hire a replacement prior to the resignation of the employee to allow for a training period. Determine turnover of employees by region/office and have routine recruiting of positions (recruitment register) to ensure they are timely filled.
 - Determine number of floaters needed to cover vacant positions.

Recommendations for Root Cause #5 – Employees often mentioned inconsistent management training as problematic, which increases turnover. Data has been collected for most regions in the state and could be summarized in the form of behavior-specific feedback to assist management in areas that impact employees negatively. Possible solutions to the issue of inconsistent management practices include:

- Annual mandatory supervisory training on best practices for supervisors and managers.
- Probationary period for all newly promoted/hired supervisors/managers.
- Use of Career Mobility contracts to give management a period of time to evaluate whether an employee can be successful in a supervisory position. If not, the employee is returned to their former position.
- Direct behavior-specific feedback to supervisors and managers on inconsistent practices and employee issues by region.

- Provide supervisor mentoring and shadowing with highly successful supervisors and/or upper managers.
- Provide honest, direct and specific performance feedback throughout the performance year. Providing accurate and honest performance evaluations helping the supervisor to improve their performance.
- Weekly feedback meetings held for staff by supervisors in all regions.
- Quarterly feedback meetings held for staff by managers in all regions.

Specific needs vary by region but as a whole, a training package should involve skill building in the following areas: Leadership, Communication, Trust Building, Performance Management, Disciplinary/Corrective Action and Conflict Resolution.

In response to the focus group question, *“If you were a supervisor or program manager, what might you do differently to make DCFS a better place to work?”* respondents provided the following feedback: Be a bigger advocate for frontline employees and listen to employee feedback taking action on the feedback. Reduce caseloads and help with crisis situations. Offer rewards, incentives and some enjoyable activities to build the team.

As mentioned previously, in the 97 exit interviews completed, employees who had resigned were asked for possible solutions for continuing work at DCFS. Multiple responses were provided by each incumbent. The most frequently mentioned “solutions for staying at work with DCFS” in the exit interviews include: higher pay, opportunities for advancement, reduce caseloads, support for additional education (both pursuit and utilization), management support and appreciation expressed for a job well done.

Conclusion

The root causes and solutions identified in this document originate from research unique to the State of Utah performed through distribution of a national compensation survey, a state-wide survey of DCFS frontline employees, focus group feedback and exit interviews from previous DCFS frontline employees. In addition, data has been obtained and analyzed regarding current Utah DCFS turnover rates. Recommendations are data-based and generated through employee feedback. The team is in full support of the solutions recommended. It is the team’s hope and desire these identified root causes and solutions be taken seriously towards reducing turnover, improving the experience of the child and families in the DCFS system and improving the quality of life of the DCFS frontline employee.

Notes and Sources

¹Center for the Study of Social Policy, 2006.

²*Job Turnover in Child Welfare and Juvenile Justice: The Voices of Former Frontline Workers, "The Human Services Workforce Initiative,"* prepared by the National Council on Crime and Delinquency, 2006, p. 4.

³Child Welfare League of America (2003). *Summary of CWLA Recommended Caseloads/Workloads Ratio. March 2007*, Washington, DC: Author, p. 1.

⁴"Division of Child and Family Services Employee Exit Survey Report," prepared by DCFS Information Systems and Research Office, Linda O'Brien and Navina Forsythe, February 2008, p. 2.

Appendix 1

Cost of Employee Turnover (Caseworkers) - DCFS											
(as of 7/1/12)											
Experience	Number Workers	Average Caseload	Total Cases	Hourly Rate	Annual Salary	Benefits** 0.3497	Insurance Benefits	Annual Cost	Total Cost	Ave. Cost Per Case	Cost***
0 to 3 months	47	0.5	24	15.29	\$ 31,803	\$ 11,122	\$ 9,717	\$ 52,642	\$ 2,474,163	\$ 105,284	\$ 594,751
4 - 6 months	17	7.4	126	15.49	\$ 32,219	\$ 11,267	\$ 9,717	\$ 53,203	\$ 904,455	\$ 7,190	\$ 97,403
7 - 9 months	8	12.5	100	15.56	\$ 32,365	\$ 11,318	\$ 9,717	\$ 53,400	\$ 427,198	\$ 4,272	\$ 4,108
10 - 12 months*	21	13	273	15.96	\$ 33,197	\$ 11,609	\$ 9,717	\$ 54,523	\$ 1,144,977	\$ 4,194	
Totals	93	5.6	522								\$ 696,261
* workers should be at standard caseload at 12 months. Average standard was 12 cases, moved to 13 per Legislative budget request											
** Using Tier 1 averages											
Trainer Costs:											
Trainers	Number			Hourly Rate	Annual Salary	Benefits 0.3497	Insurance Benefits	Annual Cost	Total Cost		
Regional Trainers	12			21.79	\$ 45,323	\$ 15,850	\$ 9,717	\$ 70,890	\$ 850,676		
State Office Trainers	2			26.68	\$ 55,494	\$ 19,406	\$ 9,717	\$ 84,618	\$ 169,236		
Total Salary									\$ 1,019,912		
Current expense @ 6% (rent, equipment, supplies, equipment, etc.)									\$ 61,195		
Total Cost of Trainers									\$ 1,081,107		
*** Cost of productivity loss due to training and inability to carry full load											
\$ 594,751	Based on standard (10-12 months experience) workers should have carried number of cases standard workers did (13). Standard less number actually carried divided by standard										
\$ 97,403	gives percent of standard not achieved times annual cost divided by three month period										
\$ 4,108											
\$ 696,261											
\$ 696,261	Total salary loss of productivity due to turnover (first 9 months from above)										
\$ 41,776	Current Expense @ 6% (rent, equipment, travel, supplies, etc)										
\$ 738,037	Total caseworker productivity Loss										
\$ 810,830	Cost of trainers @ 75% of trainer costs										
\$1,548,867	Total cost of caseworker turnover excluding recruitment costs										

Appendix 2

Analysis of Job Turnover Four+ Years after Discretionary Pay Adjustment

(Adjustment Given 7/1/2007- Current Employment as of 6/1/2012)

Job Title	Discretionary Adjustment						Total for Job Title		
	Did not Receive			Received			Total Number Staff	Still Employed 6/1/12	4+ year Percent Turnover
	Total Number Staff	Still Employed 6/1/12	4+ year Percent Turnover	Total Number Staff	Still Employed 6/1/12	4+ year Percent Turnover			
Caseworker I	160	33	79.4%	26	12	53.8%	186	45	75.8%
Caseworker III	2	0	100.0%	3	1	66.7%	5	1	80.0%
Caseworker Specialist	14	3	78.6%	39	20	48.7%	53	23	56.6%
Licensed Clinical Therapist	29	10	65.5%	12	6	50.0%	41	16	61.0%
Program Manager	65	12	81.5%	30	15	50.0%	95	27	71.6%
Social Services Worker	141	40	71.6%	186	103	44.6%	327	143	56.3%
Social Worker	15	2	86.7%	14	9	35.7%	29	11	62.1%
Therapist Supervisor	11	2	81.8%	2	0	100.0%	13	2	84.6%
Totals	437	102	76.7%	312	166	46.8%	749	268	64.2%

Turnover notes:

1. Turnover includes those staff who were caseworkers and either left the division or changed to a non caseworker or non-supervisor type position.
2. Whether or not the employee received the pay adjustment would not be the only contributing factor influencing turnover. Other factors include normally higher turnover in the first two years of employment. These employees did not receive the pay adjustment.

Criteria for the pay adjustment:

1. Caseworkers employed two or more years but less than four years as of July 1, 2007 will be paid at least at the third step of the pay range
2. Caseworkers employed four years or more as of July 1, 2007 will be paid at least at the fifth step of the pay range. If the employee is at the 5th step they will not receive an increase.
3. Adjustment varied from one to five steps depending on employee's length of service and current step.