



## **WORKPLACE STABILITY PLAN**

*FY 2021-2022*

## Workforce Stability

Workforce stability and retention is a high priority for BFP and our partner agencies and providers. A stabilized committed work force leads to improved outcomes for children and families served. Although turnover has always been a challenge in child welfare, BFP has a robust workforce stability plan that has resulted in significant improvement in case management and case management supervisor turnover. The below charts review the turnover for dependency case management. Turnover was reduced from 28.7% in 2018 to 24.4% in 2020. Controllable turnover was reduced from 31.6% in 2019 to 18.8% in 2020.

Calendar Year	Controllable Target	Total Turnover	Controllable Turnover
2018	18%	28.7%	20.2%
2019	18%	46.3%	31.6%
2020	18%	24.4%	18.8%

At the end of the calendar year, data from separations and information gathered during the exit interview process is utilized to report trends and observations. The Leadership Team reviews this information and identifies any specific areas where action is needed to address deficiencies. The increased turnover in 2019 was partly attributed to administrative changes including turnover of a key leadership position. During 2020, merit increases were completed based on annual performance evaluations that directly correlate to evaluations final score. The merit increases ranged from a 2% to 3% increase to the employee's base salary. A 3% increase to staff who had not received any salary increase since May 2019 which went into effect June 2020.

During the calendar year of 2020, dependency case management averaged 90 employees and had a turnover rate of 24% for a total of 22 separations. Of this turnover, 17 were considered controllable.

- Six (6) employees left for organization for other opportunities
- Four (4) employees were terminated for cause
- Four (4) employees resigned due to exhaustion of medical leave
- Three (3) employees left for other opportunities within the System of Care (Impower & DCF)

Beginning in March 2020 (at the onset of the COVID pandemic) initially there was very little turnover. However, over the course of the last 18 months as the pandemic continues to run its course, the workforce has been negatively impacted in many ways. An overall labor shortage has created even greater challenges in hiring for child welfare organizations in Central Florida. Thus far, 2021 has been a year with the additional challenges of managing an unprecedented labor shortage with incredible trend on increased wages outside the field of child welfare. This has created new obstacles in recruiting, interviewing, hiring, training, managing, and supporting

new staff to work in the field of child welfare in Florida. Workforce Stability will remain an important focus and priority area for the BFP leadership staff during FY 2021- FY 2022. The following specific areas where these efforts will continue for FY2021 – FY2022:

1. BFP will continue to collaborate with the University of Central Florida School of Social Work to provide internships. An agency application for student interns has also been initiated with Barry University School of Social Work Field Education. This affiliation agreement will allow BFP to accept internships from Barry University. Further partnerships are being explored with Eastern Florida State College, Florida Institute of Technology, and Keiser University.

BFP has a Memorandum of Understanding with the UCF School of Social Work for students that desire internships to gain hands-on work experience in the field of child welfare. The purpose of these agreements is to allow Students and/or faculty from the School of Social Work to use the facilities of the agency to integrate theory learned in the classroom with practice and to develop skills through planned and supervised clinical experience. A program of supervised social work education in the areas of generalist practice and clinical practice is conducted for both universities. Internships are available in a variety of capacities that allows a student or emerging professional to gain skills and experience in a short-term, real-world work environment. Interns may be offered in a position upon graduation.

2. BFP will continue ongoing collaboration with the Florida Coalition for Children (FCC) regarding workforce stability in Florida.

At the July 2021 FCC Leadership Summit in Orlando, workforce stability was selected by the FCC to be one of four priority areas of focus amongst Florida's child welfare Leadership staff for FY 2021-2022. Work sessions were conducted and led by CBC professionals across the state along with Dr. Darren Brooks from the Center for Human Resource Management and Florida State University's Department of Management. BFP leadership staff attended and participated these workforce sessions at the 2021 Leadership Summit. Dr. Brooks is assisting with navigating next steps alongside the FCC membership to explore and develop strategies to support Florida's child welfare workforce. Data on current child welfare salaries has been collected across the state and is being analyzed and reviewed to compare to Florida's current starting salaries for similar positions in Child Welfare. Legislative advocacy has been initiated for increased salaries for Florida' Child Welfare certified staff. This will be a priority for the FCC in the 2022 legislative session. Results of the salary reviews revealed that Florida's certified child welfare professionals' salaries are much lower than comparable positions in other states.

3. BFP will continue to support subcontracted case management agencies to implement strong recruitment and retention strategies and job position advancement leveling systems (a career ladder operating procedure was initiated in 2019).

Workforce turnover data is collected monthly by the BFP Special Projects Coordinator and posted on BFP's website. Turnover data and staff vacancies are reported monthly at the CMA contract reviewed by CBC leadership staff, and specific strategies are discussed with CMO leadership staff frequently to further support and stabilized the workforces. Additionally, there

are ongoing leadership meetings to assess the risks and impact that COVID 19 has on the frontline staff when conducting face to face visits. BFP and its subcontracted case management agencies remain committed to retaining and supporting their current staff and sustaining strategies to increase worker stability prior to and through the first half of the pandemic. BFP has several staff recognition initiatives in place to acknowledge staff and recognize the work they are doing in various ways.

**Current Update:**

BFP, in partnership with CMA has an Employee Recognition Program to provide a forum where employee contributions, initiatives and the demonstration of agency values are encouraged, recognized, and rewarded. Some examples of employee recognition of CMA staff include: recognizing a fellow employee who made a difference by going “above and beyond,”, pitching in on a project - taking the responsibility from another employee who needs help, providing outstanding internal customer service to another employee, taking the initiative to help a co-worker solve a problem, helping a co-worker create a solution to an obstacle in performing a task, offering to take the lead on a project, setting an example of superior customer service, leadership, or other valued qualities; and providing additional administrative or other type of help or support without being asked. Staff may also be featured and recognized in the newsletter for exemplary efforts.

Reviewed by:



PHILIP J. SCARPELLI  
Chief Executive Officer

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