



WORKPLACE STABILITY PLAN

FY 2022-2023

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 with a slight increase to 34.5% in 2021. Controllable turnover was reduced from 31.6% in 2019 to 18.8% in 2020 with a decrease in 2021 to 13.8%.

| 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% |
| 2021 | 18% | 34.5% | 13.8% |

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. During 2020, merit increases were completed based on annual performance evaluations that directly correlate to the 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. In 2021 the increase was attributed to navigating the second year through COVID-19 and destabilization within the job market overall.

During the calendar year of 2021, the agency employed an annual average of eighty-four employees and had a turnover rate of 34.5% for a total of twenty-nine separations. Of this turnover, twenty-five were considered controllable.

- Six (6) employees resigned without notice
- Two (2) employees were terminated for cause
- Twenty-one (21) employees left for other opportunities

Over the course of the last 18 months as the pandemic ran its course, the workforce was negatively impacted in many ways. An overall labor shortage created even greater challenges in hiring for child welfare organizations in Central Florida. In 2021 additional challenges were experienced of managing an unprecedented labor shortage with incredible trends on increased wages outside the field of child welfare. This inevitably 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 remains an important focus and priority area for the BFP leadership staff during FY 2022- 2023.

The following specific efforts will continue for FY 2022 – 2023:

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 was 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 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, the FCC selected workforce stability 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 in these workforce sessions at the 2021 Leadership Summit and subsequently at the 2022 Florida Coalition for Children Annual Conference. Data on current child welfare salaries was collected across the state, analyzed, and reviewed to compare to Florida's current starting salaries for similar positions in child welfare. Results of the salary reviews revealed that Florida's certified child welfare professionals' salaries are much lower than comparable positions in other states. Legislative advocacy was initiated for increased salaries for Florida's Child Welfare certified staff and was a top priority for the FCC in the 2022 legislative session. As a result, the Florida legislature increased Community Based Care Agencies funding and in May of 2022 the BFP Family of Agencies staff was provided salary increases. Increases were also made to starting salaries for new employees. This is expected to further stabilize the workforce and increase retention.

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). The operating procedure was

updated in 2022 with the new salary administration plan that included staff salary increases.

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 CMA leadership staff frequently to further support and stabilize the workforce. 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 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 several 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

Review Date: 7/25/2022