

## Competency-Based Recruitment, Screening & Selection: Strengthening Workforce Capacity, Retention & Organizational Resiliency (Webinar, December 2011)

### What is this resource?

- A grant-funded child welfare staff recruitment and retention project in Buncombe County, NC in collaboration with the Jordan Institute for Families, UNC-Chapel Hill School of Social Work.
- Includes multiple strategies and interventions to enhance capacity to recruit, select and retain a qualified workforce.
- Developed resources to keep the best staff, respond to secondary trauma and build leadership succession including:
  - Realistic Job Preview (RJP) Video
  - Supervisor's Guide to Retention Training
  - Director's Guide to Retention Training
  - Training of Trainers
  - Recruitment Toolkit
  - Selection Toolkit
- Supervisors trained to conduct panel interview, fact-finding interview & written exercise.
- Qualified applicants are scored on 10 competencies with behavioral indicators

### What are the critical findings?

- Decreased time to fill positions from over 60 days to 30 days.
- Supervisors have strong influence on culture and are key to retention of staff.
- Staff buy-in will increase as retention success occurs.
- Use training toolkit to maintain fidelity and validity to the process.
- Need commitment at all levels for recruitment, retention and training to achieve outcomes.
- Partnership with human resource unit/office is needed to have open recruitment and continual job postings.
- Need enhanced training on safety, risk & protective factors in child welfare as additional tools.
- Retain new staff using: new employee orientation; onboarding, conducting stay interviews at 30, 60, & 90 days.
- Helps attend to the recruitment and retention of culturally and racially diverse staff.

### What are the implications for our work?

- Must invest significant time to develop effective collaboration between human resources and child welfare supervisory staff.
- In order to ensure a good fit, it is critical to look closely at who is hired.
- Important to build in capacity for and response to addressing secondary trauma impacting staff.
- Ask for staff input at all levels regarding factors impacting turnover, and use a multifaceted approach to address turnover. Assess impact of turnover on safety, permanency and well-being as well as family partnerships. Look at current turnover rate and assess tangible and intangible costs across departments.
- Track and celebrate successes.
- Provide employees with a continuous feedback loop.
- Make use of Title IV-E traineeship programs as an additional invaluable resource for recruiting qualified staff.
- Extend lessons learned to the recruitment and retention of foster parents.