QIC-WD Child Welfare Workforce Analytics Institute 2.0

Request for Applications

Release Date: **October 27, 2021**

Application Due Date: **December 15, 2021**

# Overview

Many child welfare agencies face persistent workforce challenges (e.g., staff recruitment, selection, and retention). Many agencies also struggle to effectively use their data systems to answer pertinent workforce questions. The [**Quality Improvement Center for Workforce Development (QIC-WD)**](https://www.qic-wd.org/) is building knowledge to strengthen the child welfare workforce and improve workforce analytics to answer questions about their workforce, which ultimately may lead to improved child and family outcomes.

The QIC-WD is seeking 5 to 8 public and tribal child welfare agencies that are interested in committing to participation in our second short-term Child Welfare Workforce Analytics Institute (the Institute). The Institute 2.0 aims to achieve the following goals:

1. Inspire and motivate child welfare and Human Resource (HR) leaders to work together to use data analytics to address child welfare workforce challenges and opportunities
2. Initiate and strengthen connections between child welfare and HR leaders to meet the challenges during these unprecedented times.
3. Build awareness, knowledge, and/or understanding around data analytics, with a special emphasis on how data can be used to address questions about race equity in the workforce
4. Support agencies to initiate plans to use HR data to address child welfare workforce challenges

Capitalizing on workforce data allows agencies to answer questions such as:

* Which recruiting methods or sources lead to the most qualified candidates? Which ones are most effective at finding candidates who are more likely to stay with the agency?
* How do candidates’ previous experience or educational background relate to subsequent job performance? Is there potential bias in the hiring process?
* What is the racial and ethnic diversity of your applicant pool? What is the racial and ethnic diversity of your workforce? How do these compare? Does turnover vary by race or ethnicity? Does your workforce reflect the diversity of the children and families your agency serves?
* What is the internal turnover rate? What is the involuntary turnover rate?
* What factors predict whether someone will stay or leave?
* Is a new program effective at improving workforce outcomes?

Selected agencies will participate in multiple webinars and attend a virtual workshop. They will also work with one or more QIC-WD representatives to receive coaching and individualized support as the agency team prepares for the workshop and develops an action plan to improve an aspect of their workforce data analytics capacity and practice.

Eligibility and Selection Criteria

State and county public child welfare agencies (from both state-administered and state supervised, county-administered child welfare systems) and tribes that are currently receiving Title IV-B grant funds administered by the Children’s Bureau are eligible to apply.

Selected agencies will need to have experience with collecting and managing child welfare workforce data (i.e., human resources data such as recruiting, hiring, performance, turnover, demographics) in an electronic format (i.e., in a spreadsheet, database, or other HR software).

Selected agencies will need a statement of support from agency leadership (e.g., Child Welfare Director, Human Resources Director) for building agency capacity to analyze workforce data for organizational improvement.

* This opportunity will be most fruitful if the agency has available existing data that may serve as measures of the key factors involved in addressing workforce challenges. Examples of the types of data that may be desirable to have in the agency’s electronic records for each individual employee:
  + Recruiting sources, decisions, and dates
  + Hiring decisions, scores, and dates
  + Demographic data
  + Educational attainment and training records
  + Performance indicators
  + Employee identifiers that allow HR data to be connected with child welfare administrative data

Expectations of Participants

[**Establish a Workforce Analytics Team**](https://www.qic-wd.org/blog/creating-workforce-analytics-team)**.** Applicants are asked to assign a contingent of 4 individuals to this initiative, each representing a key function or role in child welfare or HR:

* Child welfare leadership—a middle or upper-level manager with longevity, field and leadership experience, influence, and decision-making authority
* HR leadership—a middle or upper-level HR manager, such as chief human resources officer, director of human resources, human resources coordinator, human capital director, director of human resources operations, human resources administrator, assistant director of human resources, or human resources manager
* Child welfare personnel practices—an individual with knowledge of personnel practices (e.g., recruiting, hiring, onboarding, performance management, retention) in child welfare; could work in human resources or in child welfare, with a range of potential titles such as human resources specialist, human resources program manager, or child welfare field manager
* HR data and analytics—an individual with knowledge of the available HR data, data systems, reporting, analytics, etc., such as human resources data analyst, human resources systems analyst, human resources business analyst, human resources reporting analyst, or HRIS or HRMS analyst

**Participate in a Community of Learning**. Selected participants will have multiple opportunities to come together as a community, including:

* January 2022: conference call with a QIC-WD representative to answer questions and discuss institute activities and expectations
* February 2022: 1-hour foundational webinar on workforce analytics
* March 2022: conference call with a QIC-WD representative to discuss preparation for the virtual workshop
* April 2022: 1-hour foundational webinar on workforce analytics
* May 2022: virtual workshop on workforce analytics and action planning
* June 2022: conference call with a QIC-WD representative to discuss progress on action plan implementation
* July 2022: 2-hour follow-up webinar for participants to share action plan progress, including successes, barriers, needs, and next steps
* August 2022: conference call with a QIC-WD representative to discuss progress on action plan implementation
* September 2022: 2-hour follow-up webinar for participants to share action plan progress, including successes, barriers, needs, and next steps

**Develop and Implement an** [**Action Plan**](https://www.qic-wd.org/blog/creating-workforce-analytics-action-plan) **to Improve Agency Workforce Analytics Practice**. Selected participants will develop and begin implementing an action plan to improve an aspect of their workforce data analytics capacity and/or practice. With structured guidance from the Institute, the agency team will develop the initial plan during the virtual workshop. Individualized support will be provided by a QIC-WD representative during and after the workshop. To refine and implement the plan, participants will need to perform independent work in their agencies, involving key stakeholders as needed.

**Share Experiences and Lessons Learned**. To help make the Institute maximally beneficial, participants will provide feedback (e.g., regarding webinars, coaching, workshop activities) throughout the process. To help advance national use of child welfare workforce analytics, participants will share their experiences and lessons learned, to be disseminated through potential outlets such as reports, briefs, blogs, newsletters, social media, videos, conferences, or journal articles.

# Benefits of Participation

The benefits to participating in the Institute include the opportunity to:

* Build or strengthen the partnership between child welfare and HR in your agency
* Discuss your agency’s workforce challenges and explore what workforce data are available or could be collected to understand and address those challenges
* Learn about a variety of workforce metrics and analytics (e.g., recruitment, hiring, retention) and how they can be effectively communicated to key stakeholders (e.g., through data visualization) so they can make more informed workforce decisions and monitor impact
* Identify ways to use workforce data to examine and advance racial equity among employees
* Assess your agency’s readiness, strengths, and needs related to leveraging workforce data
* Develop and begin to implement an action plan to increase your agency’s use of workforce data
* Engage with other agencies to share common and unique challenges, successes, and ideas
* Through strategic use of workforce data, address workforce challenges and improve workforce outcomes

# Financial Resources

No monetary awards will be made. However, personalized support and technical assistance will be provided by child welfare, workforce, and implementation experts from the QIC-WD.

# Application Timeline

**Step 1—October 27, 2021: Request for Applications Released**

**Step 2—November 17, 2021: Optional Information Session**

The QIC-WD will hold a 1-hour optional information session via webinar on Wednesday, November 17th at 11:00 am Central time. The purpose of the session is to describe the Institute and the application process and to answer questions. The webinar will be accessible via Zoom at <https://unl.zoom.us/j/98953766321?pwd=cytJNVVYOWNqOWJ0YXQzSkJ4Z3h0dz09> and/or by phone (646) 876-9923. The meeting ID is 989 5376 6321, and the passcode is 611974. The webinar will be recorded and downloadable from the QIC-WD website at [**https://www.qic-wd.org/child-welfare-workforce-analytics-institute**](https://www.qic-wd.org/child-welfare-workforce-analytics-institute)**.**

**Step 3—December 15, 2021: Applications Due**

Eligible applicants can apply to the QIC-WD until December 15, 2021 at 11:59pm Central time. To apply, send an email to [**apply@qic-wd.org**](mailto:apply@qic-wd.org) and attach the completed application, the statement of support from agency leadership, and, if available, the organizational chart(s).

**Step 4—By January 12, 2022: Application Review and Participant Selection**

QIC-WD leadership will contact all applicants on or before January 12, 2022 about the QIC-WD’s decision, including an invitation to a group of selected participants.

# Contacts

Please contact us at [**info@qic-wd.org**](mailto:info@qic-wd.org) with any questions.

QIC-WD Child Welfare Workforce Analytics Institute

Application

*Please have child welfare and human resources (HR) leadership work together to complete this application. If available, please submit an organizational chart with the application.*

Please provide the name of the child welfare agency applying for the QIC-WD Child Welfare Workforce Institute: Click or tap here to enter text.

Please provide contact information for the four individuals who will be participating in the Institute. Please refer to the *Expectations of Participants* section for information about selecting participants:

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| --- | --- |
| Name: | Title: |
| Time in current position: | Primary Point of Contact: (check if yes) |
| Address: | City:       State:       Zip: |
| Phone: | Email: |

|  |  |
| --- | --- |
| Name: | Title: |
| Time in current position: | Primary Point of Contact: (check if yes) |
| Address: | City:       State:       Zip: |
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| Name: | Title: |
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| Phone: | Email: |

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| --- | --- |
| Name: | Title: |
| Time in current position: | Primary Point of Contact: (check if yes) |
| Address: | City:       State:       Zip: |
| Phone: | Email: |

If the agency representative who will serve as the primary point of contact for questions and other matters regarding your agency’s participation is not listed above, please provide his or her information here:

|  |  |
| --- | --- |
| Name: | Title: |
| Address: | City:       State:       Zip: |
| Phone: | Email: |

**Agency Profile/Organization Structure**

1. Please describe where in the organizational structure HR is located. For example, is HR that serves the child welfare agency within the child welfare agency? Or is it in another agency? If so, please provide the name of that agency.

Click or tap here to enter text.

1. Please provide the approximate number of frontline child welfare case workers in the child welfare agency.

Click or tap here to enter text.

**Child Welfare-HR Relationship**

1. Please describe the relationship and level of collaboration between child welfare and HR. For example, do child welfare and HR share information, needs, and data? Is HR involved in child welfare workforce planning and decision making?

Click or tap here to enter text.

**Child Welfare Workforce Data**

1. Please describe the child welfare personnel data (e.g., recruitment, hiring, training, performance management, compensation, benefits, turnover) that are tracked and the type of software that is used.

Click or tap here to enter text.

1. Please describe HR’s capacity to analyze HR data (i.e., to extract, manipulate, summarize, and perform statistical analyses of data)

Click or tap here to enter text.

1. Please provide a preliminary statement of the workforce analytics goal or challenge the agency would like to address through its work in the Institute

Click or tap here to enter text.

To apply, send an email to [**apply@qic-wd.org**](mailto:apply@qic-wd.org) and attach the completed application), the statement of support from agency leadership, and, if available, the organizational chart.