QIC-WD Child Welfare Workforce Analytics Institute

Request for Applications

Release Date: 12-9-19

Application Due Date: 2-14-20

# Overview

Many child welfare agencies face persistent workforce challenges (e.g., staff recruitment, selection, and retention). The [**Quality Improvement Center for Workforce Development (QIC-WD)**](https://www.qic-wd.org/) is building knowledge to strengthen the child welfare workforce, which ultimately may lead to improved child and family outcomes for state and tribal child welfare systems.

The QIC-WD is seeking 5 to 8 public and tribal child welfare agencies that are interested in committing to participation in a short-term Child Welfare Workforce Analytics Institute (The Institute), to build partnerships between child welfare and human resources (HR) and begin conversations about how to leverage data necessary to examine and 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 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 be expected to participate in multiple webinars and attend an all-expenses-paid 2-day workshop in Washington, D.C. on August 25–26, 2020. They will also be assigned a QIC-WD representative to provide coaching and individualized support as the agency 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 5 years of 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.

Additional preferred characteristics of an agency well suited to this opportunity:

* The agency is of sufficient size to allow for statistical subgroup analyses. We suggest a minimum of 130 child welfare employees.
* The agency has articulated a preliminary statement of the workforce question(s) or problem(s) it would like to address through its work in The Institute
* The agency has available existing data that may serve as measures of the key factors involved in the articulated question(s). 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.** 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, such as the child welfare agency’s director, executive director, secretary, chief executive officer, chief operating officer, deputy director, assistant director, deputy executive director, assistant secretary, or chief of staff
* HR leadership, 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 (e.g., recruiting, hiring, onboarding, performance management, retention); individual 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, data systems, and analytics, 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:

* April 2020: conference call with the assigned QIC-WD representative to answer questions and discuss institute activities and expectations
* May 2020: 1-hour foundational webinar on workforce analytics
* June 2020: conference call with the assigned QIC-WD representative to discuss preparation for in-person meeting
* July 2020: 1-hour foundational webinar on workforce analytics
* August 2020: in-person meeting in Washington, D.C.
* October 2020: conference call with the assigned QIC-WD representative to discuss progress on action plan implementation
* November 2020: 2-hour follow-up webinar for participants to share action plan progress, including successes, barriers, needs, and next steps
* January 2021: conference call with the assigned QIC-WD representative to discuss progress on action plan implementation
* February 2021: 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 to Improve Agency Workforce Analytics Practice**. Selected participants will be expected to 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 in-person meeting. Individualized support will be provided by an assigned QIC-WD representative during and after the in-person meeting. 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 be asked provide feedback (e.g., regarding webinars, coaching, meeting activities) throughout the process. To help advance national use of child welfare workforce analytics, participants will be asked to 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
* 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

The QIC-WD will cover expenses for travel, lodging, and meals for the in-person workshop (3 days/2 nights, for up to 4 people per agency). No monetary awards will be made.

# Application Timeline

**Step 1—December 9, 2019: Request for Applications Released**

**Step 2—January 10, 2020: Optional Information Session**

The QIC-WD will hold a 1-hour optional information session via webinar on Friday, January 10th 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/935319189**](https://unl.zoom.us/j/935319189) and/or by phone (646) 876-9923. The meeting ID is 935 319 189. 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—February 14, 2020: Applications Due**

Eligible applicants can apply to the QIC-WD until February 14, 2020 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 March 16, 2020: Application Review and Participant Selection**

QIC-WD leadership will contact all applicants on or before March 16, 2020 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:

|  |  |
| --- | --- |
| 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: |
| Phone: | Email: |

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| Phone: | Email: |

|  |  |
| --- | --- |
| 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. If applicable, please provide information about HR personnel who specialize in working with child welfare or are specifically assigned to work with child welfare on personnel actions (e.g. recruit and hire new staff, manage employee concerns, terminate staff)

Click or tap here to enter text.

1. Please provide the number of employees in the child welfare agency and their roles (e.g. the number of case workers, front-line supervisors, managers, county directors, training staff, etc.).

Click or tap here to enter text.

**Child Welfare-HR Relationship**

1. With respect to child welfare workforce needs, please describe what responsibilities HR fulfills and what responsibilities child welfare fulfills. Please also describe any shared responsibilities. For example, who posts job opening and does applicant tracking and initial screening, employee relations, compensation, and benefits; who does recruiting, interviewing, hiring, onboarding, training, and performance management?

Click or tap here to enter text.

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**

*Note: The QIC-WD prefers that the agencies selected have 5 years of experience with electronic 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. Please also indicate whether the software/systems are integrated or stand alone.

Click or tap here to enter text.

1. Within each software or system, is there a unique identifier for each employee (e.g., employee ID, SACWIS ID)? Please describe.

Click or tap here to enter text.

1. If you have more than one software or system, are these identifiers the same across systems, such that data could be linked (e.g., to connect interview scores with subsequent turnover)? Please describe.

Click or tap here to enter text.

1. Please describe HR’s capacity to create reports that summarize the personnel data that are tracked (e.g., software X has automated reports, database Y requires manual reports).

Click or tap here to enter text.

1. Please describe HR data or reports, if any, that are shared with child welfare. Are these reports shared routinely or on an ad hoc basis?

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 question(s) or problem(s) 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.