

Workforce Development Planning & Assessment Tool Kit

DRAFT



**A Companion to the
Workforce Development Framework**

DRAFT

Acknowledgements

This publication represents a collaborative effort by the partners of the National Child Welfare Workforce Institute (NCWWI)—University at Albany, University of Denver, University of Maryland, Michigan State University, Portland State University, and University of Southern Maine.

Many thanks to NCWWI colleagues Freda Bernotavicz, Charmaine Brittain, Nancy Dickinson, Sharon Kollar, Mary McCarthy, Sara Munson, and Cheryl Williams-Hecksel who reviewed multiple drafts and offered critical and constructive ideas and suggestions. The Workforce Development Planning & Assessment Tool Kit was further strengthened by the keen editing skills of Eden Abraham and the creative and collaborative design development by Melissa Thompson and Sarah Roman.

NCWWI is funded through a Cooperative Agreement with U.S. DHHS, Administration for Children and Families, Children's Bureau, Award No. 90CT7002. Special thanks to Rebecca Huffman, Children's Bureau Project Officer, and Robert Lindecamp, Child Welfare Program Specialist (CB/ICF), for their support.

Principal Author:

Nancy C. McDaniel, MPA

Butler Institute for Families, Graduate School of Social Work, University of Denver
nancy.mcdaniel@du.edu

Recommended citation:

National Child Welfare Workforce Institute. (2016). *Workforce development planning and assessment tool kit: A companion to the workforce development framework (Tool Kit)*. Albany, NY: University at Albany.

For more information: Please visit the NCWWI website at www.ncwwi.org



©2016, National Child Welfare Workforce Institute, University at Albany, Albany, NY,

This document may be reproduced in whole or part without restriction as long as the National Child Welfare Workforce Institute is credited for the work. Upon request, the contents of this document will be made available in alternate formats to serve accessibility needs of persons with disabilities.

The contents of this document are solely the responsibility of the National Child Welfare Workforce Institute and do not necessarily represent the official views of the Children's Bureau.

DRAFT

Table of Contents

Acknowledgements	iii
NCWWI Workforce Development Planning & Assessment Tool Kit	7
Introducing the Workforce Development Planning & Assessment Tool Kit: A Companion to the Workforce Development Framework.....	7
What is the Workforce Development Planning & Assessment Tool Kit and how is it different from the Workforce Development Framework?	8
Why should an agency use the Workforce Development Tool Kit?	8
Who should use the Workforce Development Tool Kit?	9
How is the Tool Kit organized?.....	10
What is the process for completing the Tool Kit?.....	10
How long will it take?	12
Points to Keep in Mind	12
Additional Tips.....	13
Let's Get Started!	Error! Bookmark not defined.
WORKFORCE DEVELOPMENT PLANNING PROCESS.....	15
Step 1. Identify Need: Organizational Assessment.....	17
Step 2. Gather Data: Environmental Assessment.....	19
Step 3. Analyze Workforce Supply and Demand	22
Step 4. Identify Workforce Gaps	22
WORKFORCE DEVELOPMENT COMPONENTS AND STRATEGIES	23
Step 5. Close the Gaps: Explore Workforce Development Components and Selected Strategies	23
Workforce Development Component Worksheets	25
Worksheet A. Explore Vision, Mission, Values	Error! Bookmark not defined.
Worksheet B. Explore Leadership.....	Error! Bookmark not defined.
Worksheet C. Explore Job Analysis & Position Requirements.....	Error! Bookmark not defined.
Worksheet D. Explore Education & Professional Preparation	Error! Bookmark not defined.
Worksheet E. Explore Recruitment, Screening & Selection.....	Error! Bookmark not defined.
Worksheet F. Explore Incentives & Work Conditions.....	Error! Bookmark not defined.



Worksheet G. Explore Professional Development & Training	Error! Bookmark not defined.
Worksheet H. Explore Organizational Environment.....	Error! Bookmark not defined.
Worksheet I. Explore Community Context	Error! Bookmark not defined.
Worksheet J. Explore Supervision & Performance Management	Error! Bookmark not defined.
Putting It All Together: Your Agency Plan for Workforce Development.....	26
Prioritizing	26
Workforce Development Action Plan	27
Step 6. Monitor and Evaluate the Impact.....	28
A Final Word	29
Workforce Development Framework and Planning & Assessment Tool Kit References	31

DRAFT

NCWWI

Workforce Development Planning & Assessment Tool Kit



INTRODUCTION

**The Workforce Development Planning & Assessment Tool Kit:
A Companion to the Workforce Development Framework**

INTRODUCTION

What is the Workforce Development Planning & Assessment Tool Kit—how is it different from the Workforce Development Framework?

The Workforce Development Framework (WDF) and the accompanying brief were developed by the National Child Welfare Workforce Institute (NCWWI) in 2015 to provide critical workforce guidance to the field of child welfare. The *Framework* is based upon a comprehensive review of the workforce development literature across multiple professions in the public and private sector and is intended to help child welfare agencies and leaders understand best and promising practices in developing a competent, committed, and diverse workforce, as well as an inclusive and welcoming workplace.

The *Workforce Development Planning & Assessment Tool Kit (Tool Kit)* is a companion resource to the *WDF*. The Tool Kit applies the Workforce Development Framework to an agency setting and offers a comprehensive and integrated approach for creating a workforce development roadmap. It guides users first through a Workforce Development Planning Process introducing tools to systematically gather information about the agency's current workforce strengths and gaps, as well as the internal and external context of the agency that influences its ability to hire and support a skilled workforce. Next, informed by the information generated by the planning and assessment process, the Tool Kit helps agencies explore eight distinct yet interconnected Workforce Development Components, providing examples of strategies that help to "close the gap" between the agency's *current* workforce and the workforce *most needed* to support its mission and vision. Finally, using the results of a series of reflective questions, self-assessments and ratings, the *Tool Kit* guides users to prioritize and select one or more strategies to address the agency's workforce gaps, develop an Action Plan, and monitor and evaluate its impact.

Why should an agency use the Workforce Development Tool Kit?

The workforce is the most critical and essential resource of any child welfare agency. By recruiting and retaining a skilled and diverse¹ workforce reflective of the wide-ranging

¹ In this document, diversity refers to race, nationality, ethnicity, gender, age, sexual orientation, and class, a definition borrowed from *Facing Race: A Renewed Commitment to Racial Equity*. Minnesota Philanthropy Partners, October 2013.

backgrounds of communities, an agency is more likely to achieve its mission to effectively serve children, youth, and families.

Furthermore, high staff turnover and inexperienced, unprepared staff are costly. For example, a recent study issued by the Sunset Advisory Commission (2014), on behalf of the Texas State Legislature, found that the cost to the state of *each* caseworker leaving the child welfare agency was estimated to be \$54,000. More importantly, turnover and inexperienced staff impact positive outcomes for children, youth, and families. Studies demonstrate that high worker turnover contributes to delays in timeliness of investigations, reduced frequency of worker visits with children, and a reduction in the percentage of children achieving permanency (U.S. GAO, 2003; Flower, McDonald, & Sumski, 2005; Leung, 2010).

 [Access NCWWI's compelling rationale for *Why the Workforce Matters*.](#)

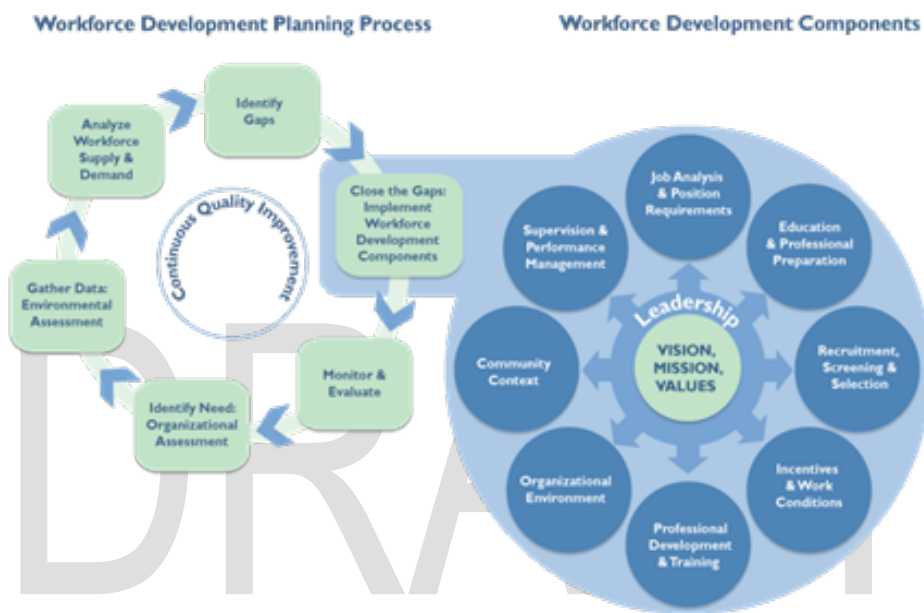
Research has also demonstrated the distinct but intertwined relationship between diversity and inclusivity in the workplace, and the complex but clear impact on organizational commitment, job satisfaction, intent to stay, and turnover (Hwang & Hopkins, 2014; Brimhall, Lizano, & Mor Barak, 2014). In order to effectively recruit and retain the workforce of the future, agencies must create a welcoming and inclusive culture and climate, where staff experience mutual trust and respect, and perceive themselves as a valued part of the organization.

Who should use the Workforce Development Tool Kit?

Workforce development is more likely to succeed when accomplished through a collaborative process to ensure that it's thorough, intentional, and brings forth the knowledge, perspectives, and points of view of diverse team members. This Tool Kit is equally relevant for a public or private child welfare agency and is designed to be completed through a team approach. Depending upon the goals, the focus of workforce development may be for a state as a whole, for a tribe, for a specific county, region, or a jurisdiction within the context of the larger child welfare system.

How is the Tool Kit organized?

The Workforce Development Framework



The Workforce Development Tool Kit is organized around the **Workforce Development Framework (WDF)** and is designed to explicitly link a thoughtful and intentional team-based workforce development planning process with that of selecting and implementing specific workforce development strategies intended to “close the gap.”

A comprehensive and integrated approach—considering “the big picture” before moving forward with specific strategies—will increase the likelihood that the strategies selected are in fact best suited to the unique workforce challenges within the agency and in its external environment.

What is the process for completing the Tool Kit?

Completing the workforce development process, from planning through implementation and evaluation, using an evidence-informed approach to systems change, will more likely lead to the intended outcomes. However, the workforce development process can't be accomplished by a single individual. An engaged team of diverse members, who are committed to workforce development as foundational for a strong child welfare system, must share the activities, including gathering the necessary information, offering multiple perspectives, assuming responsibility for implementation, and monitoring and evaluating the impact. Team members also share and receive information from peers and colleagues, communicating vertically—up and down the supervisory and reporting chain as well as horizontally—across the agency and with community partners and stakeholders.

Team membership can vary but ideally should include staff across multiple levels and roles within the agency—for example, child welfare middle managers and administrators, supervisors and front-line staff, union representatives, and human resources and budget staff. Workforce development is also accomplished with the context of the extended community. The workforce is a visible reminder of the agency's role supporting children, youth and families and engaging community members to help define current and future workforce needs is critical. Consequently, team members should also include key community partners, such as colleges and universities, stakeholders, and providers.

Typically, one or two members of the team (consider rotating these roles over time among the team) assume the role of leader(s)/facilitator(s) and schedule meetings, work with team members to develop the agenda for each meeting, assign responsibilities or tasks, and develop timelines for action planning. However, team members, sharing a commitment to their common goal, also share responsibilities and workload and hold one another mutually accountable for moving forward.

The Workforce Development team should first engage in Steps 1-4 of the *Workforce Development Planning Process* to gather and consider the importance and significance of information about the workforce needs of the agency, scan organizational and environmental (and community) characteristics, and analyze workforce supply and demand. During the planning process the team identifies current and emerging workforce gaps.

Next, the team reviews the *components* of workforce development and completes a series of assessments focused on these distinct, but interrelated, components. The review and ratings will:

- provide additional information about the agency's level of performance related to each workforce development component; and
- capture team members' individual and collective perspectives about how “doable” or difficult it will be to implement specific workforce development strategies that are

relevant in addressing the workforce gaps, priorities, and needs of the agency as identified in the Workforce Development Planning Process.

Once the team explores and discusses potential strategies intended to help “close the gap” between the agency’s current and future workforce, the team will develop an Action Plan for the agency, including the steps, responsible parties, and time frames, along with measures and benchmarks to monitor ongoing progress. Of course, it may not be feasible or practical to tackle all of the strategies simultaneously and those areas determined to be most urgent, or having the greatest impact on outcomes will likely be prioritized. The team must also consider factors such as resource costs, agency and staff capacity, and leadership commitment so that the Action Plan is developmental, incremental and, most importantly, realistic and doable.







How long will it take?

Workforce development *planning, assessment, intervention, and monitoring* are ongoing processes. However, once the initial planning and assessment are completed, including the review and selection of strategies, the team should ideally complete the development of an Action Plan over a period of 3–6 months, with as few as 3 to as many as 10–12 meetings.

The Action Plan should include short- and long-term strategies, with timelines ranging from several weeks or months to a full 12 months. Of course, complex strategies such as ones requiring legislative changes, having a significant fiscal impact, or requiring negotiation with external partners, will require additional planning, extended timelines, and stakeholder involvement. The Action Plan should reflect tasks and activities that can be reasonably completed within 12 months so that there is demonstrable progress towards the agency’s workforce development goals. Longer-term plans can be incremental in their design, building on the progress and taking into account barriers and challenges, allowing for developmental implementation and plan modifications.

Points to Keep in Mind

- The Tool Kit first guides the workforce development team through a series of steps in the planning process, centered on a philosophy of continuous quality improvement. The team is directed to reflect on specific questions and gather information about the agency, its organizational and community context, and factors impacting workforce strengths and challenges.
- Next, the Tool Kit directs the workforce development team to explore vision, mission and values; leadership; and eight distinct components of workforce development, and to consider a series of indicators of an agency’s level of performance. The team also reviews examples of strategies designed to strengthen a particular component and determine how “doable” that strategy might be for the particular agency.

- The team also considers overall resource costs, agency capacity, and leadership commitment associated with specific strategies within the Workforce Development Components.
- All of the information contributes to the development of the agency's tailored Action Plan. To support an agency's capacity to implement and sustain its Action Plan, the Tool Kit provides links to resources and tools on  **MyNCWWI** specifically focused on  **change management and implementation**.
- This Tool Kit draws from, and builds upon, a number of excellent workforce development resources from the public and private sector, with the goal of bringing them together in one place for a child welfare audience. Throughout the Tool Kit there are **hyperlinks** to relevant resources to support further learning and exploration of select topics.
 - Look for the  icon to see useful and relevant examples of workforce development models, assessment templates and tools used in other professions or jurisdictions.
 - Look for the  **MyNCWWI** icon, to link to a comprehensive array of resources and information found on the MyNCWWI website.
 - NCWWI's  **One-page summaries** and  **e-learning**s are also linked. These include relevant research articles and reports, with critical findings and workforce implications as well as short, online "micro-learning

Additional Tips

Workforce development efforts are most successful when accomplished by a committed team with shared goals and clarity of intent, supported by a strong commitment from the agency's leadership team.

A team's ability to move forward can sometimes be delayed while waiting for "one last piece" of information. It's important to balance the desire for more information with the importance of moving forward to complete and implement the priorities in the agency's Action Plan. Flexibility is key in order to revisit the Action Plan along the way, in order to accommodate necessary adjustments.

Most importantly, it is critical that the Action Plan be realistic and based upon what is doable and achievable. Workforce development is an ongoing process, as agency goals, activities, and environment evolve over time.

**Let's
GET STARTED!**



WORKFORCE DEVELOPMENT PLANNING PROCESS



During Steps 1-4, a series of instructions and worksheets guide your team in gathering information about the workforce needs of the agency, scan organizational and environmental (and community) characteristics, and analyze workforce supply and demand. Print off or download and review the instructions for each Step before beginning and decide as a team the best way to complete that step. For example, you may choose to assign specific information-gathering tasks as “homework” to one or more individuals of the team to bring back for review and consideration by the entire team. Once the information is gathered, the questions posed under “Summing it Up” are important ones to discuss as a team to ensure that multiple points of view are taken into account. This information will point to current and emerging workforce gaps and provide a *Snapshot* of your agency.

Now, complete the steps in the assessment and planning process beginning with Step 1.

The following **Quick Guide: Overview of Steps 1-4** provides an overview and summarizes each of the first four steps including the information collected (inputs) and knowledge gained (outputs) by your team.

INSERT QUICK GUIDE: OVERVIEW OF STEPS 1-4

Step 1. Identify Need: Organizational Assessment



Examine in broad terms the overall mission, vision, and purpose of your agency, now and into the future, and the current and anticipated program direction. Assemble any of the documents that include relevant information about your current programs and any anticipated changes, current and emerging trends, and the impact on, and implications for, the workforce. This information may come from multiple sources, such as reports summarizing recent strategic planning processes, internal or external program evaluations or reviews, or legislative or fiscal audits.

Complete the following Worksheet:

Step 1. Identify Need: Organizational Assessment

INSERT STEP 1 WORKSHEET IDENTIFY NEED: ORGANIZATIONAL ASSESSMENT

Step 2. Gather Data: Environmental Assessment



In Step 2, continue your assessment by scanning the internal and external strengths, weaknesses, opportunities, and threats (SWOT) of your organization. Using comprehensive, accurate, and reliable information provides essential knowledge about the agency and factors impacting the workforce. For example, this might include information about your agency's culture and climate, gathered through an organizational assessment and/or job satisfaction survey. Exit interviews with staff who are leaving the agency can also provide important information.

 [Access a 1-page summary about the impact of organizational culture.](#)

The environmental assessment should also include information about budget conditions and funding levels, economic conditions such as unemployment rates or changes in local industry, as well as statutory or policy changes that will impact the workforce. The assessment also includes information about the community context, including social and economic trends, challenges, and community strengths; for example, strong partnerships or economic growth and development. Finally, demographic information about the community at large, including race and ethnicity, immigration patterns and cultures of origin, etc., can contribute to a better understanding about the extent to which the workforce is reflective of those served, as well as how the agency can better meet the needs of the community. Community members participating on the Workforce Development Team are key partners

in identifying and gathering data as well as completing the SWOT analysis during this step. *Note: Demographic information about the workforce is more fully explored in Step 3: Analyze Supply and Demand.*

Complete the following Worksheet:

Step 2. Gather Data: Environmental Assessment

DRAFT

INSERT Step 2 WORKSHEET GATHER DATA:ENVIRONMENTAL ASSESSMENT.



Step 3. Analyze Workforce Supply and Demand

During Step 3, perform a supply and demand analysis, informed by the environmental assessment, which includes: current trends in staff turnover, past and projected rates of retirement and internal vacancies, and the demographic characteristics and make-up of the staff and labor force in the community. Examples of some of the types of data that inform this step include race, ethnicity, age, gender, and language. Analyze demand by examining future activities (such as implementation of a new practice model) and anticipated workload, along with staff composition (education, knowledge, diverse skills, etc.), required for the delivery of **your organization's** current and future programs and services.

Complete the following *Step 3 Worksheet. Analyze Workforce Supply & Demand*

INSERT Step 3 WORKSHEET ANALYZE WORKFORCE SUPPLY & DEMAND.

Commented [NM1]: MELISSA INSERT CORRECT STEP 3 ICON



Step 4. Identify Workforce Gaps

The comparison between the current workforce with the nature of the work and anticipated future direction and need leads to the identification of areas of unmet need in “human capital”—the “workforce gaps.” The information gathered and knowledge gained by your team in Steps 1-3 is vital to identifying and understanding areas of unmet need. Where does your agency meet or fall short of the workforce resources needed to fulfill its mission? This step—a gap analysis—also points out racial or ethnic disparities or underrepresented social identity groups in the composition of the workforce.

Complete the following *Step 4 Worksheet. Identify Workforce Gaps*

INSERT Step 4 WORKSHEET IDENTIFY WORKFORCE GAPS

Commented [NM2]: NOTE TO MELISSA INSERT CORRECT ICON.

Next, your team will use the information that you’ve gathered, along with your rating of the importance or significance of that information to begin to prioritize and consider an array of possible workforce development intervention(s). Through a series of structured activities, you, along with your team, will examine various strategies within each component of workforce development and determine what set of strategies are most relevant and feasible for your team and agency to implement as you attempt to “close the gap.”

WORKFORCE DEVELOPMENT COMPONENTS AND STRATEGIES

Step 5. Close the Gaps: Explore Workforce Development Components and Selected Strategies



How will your team determine what gap-closing strategies are best suited to the needs of your agency? For example, will your agency focus on a different approach to “Recruitment, Screening & Selection” to attract a broader, more diverse pool of applicants? Are there conditions impacting staff morale and their intent to stay with the agency? You may realize that you have to develop strategies for more than one component to be successful because they are interrelated, such as “Incentives & Work Conditions” and “Organizational Environment.”

Consequently, prior to selecting strategies and developing an Action Plan to address priority needs, your team must explore the components of workforce development to consider what your agency is already doing well and identify factors that may be contributing to, or successfully addressing, specific workforce gaps.

During Step 5, your team will first assess and rate example indicators within each component that reflect areas of agency performance. Next, you will determine the level of interest in, and feasibility of, specific strategies that you want to expand or develop. Finally, your team will prioritize the components and select one or more strategies within each component to develop an Action Plan, informed by your team’s best thinking and multiple points of view.

To help your team get started, review the following **Quick Guide: Exploring the Workforce Development Components: Where Do We Begin?** The Quick Guide is intended to provide some guidance with examples (by no means exhaustive) about the workforce development components your team may explore *first*, depending upon the outcome of your gap analysis, your rating of the importance/significance of the information, and your overall agency *Snapshot*. Each agency is unique, and while the examples may not be identical to or capture ones your agency is currently facing, there may be other factors that your team finds find equally or more important or significant. If your team members rate all of the information as highly important or significant, select just a few components to begin your exploration. Later on your team will be instructed to rank in order of priority the components you believe are most important or relevant, before developing the agency’s Action Plan.

Commented [NM3]: MELISSA INSERT CORRECT ICON (I think it looks like this one)

Keep in Mind

Keep in mind that it is important to eventually explore ALL of the Workforce Development Components before developing your Action Plan because a single component or strategy is rarely sufficient to address workforce challenges and a comprehensive and integrated approach is more likely to lead to success that is sustainable. The following

INSERT Quick Guide: Exploring the Workforce Development Components: Where Do We Begin.

Commented [NM4]: MELISSA, How about another text box, similar to the earlier "Additional Points" text box?

Commented [NM5]: MELISSA: See my email, asking that Sarah change the worksheet title by deleting 'for'

DRAFT

Workforce Development Component Worksheets

Complete each of the following *Workforce Development Component Worksheets A-J* to explore each component of the Workforce Development Framework's distinct, but inter-related components. Each component includes:

- A definition of the desired outcome or condition that would reflect an agency's success in functioning well within that component,
- Followed by two key questions informed by the gap analysis:
 1. How well is your agency doing in this area?
 2. What strategies should your agency consider to strengthen this component?

INSERT Worksheet A. Explore Vision, Mission, Values

INSERT Worksheet B. Explore Leadership

INSERT Worksheet C. Explore Job Analysis & Position Requirements

INSERT Worksheet D. Explore Education & Professional Preparation

INSERT Worksheet E. Explore Recruitment, Screening & Selection

INSERT Worksheet F. Explore Incentives & Work Conditions

INSERT Worksheet G. Explore Professional Development & Training

INSERT Worksheet H. Explore Organizational Environment

INSERT Worksheet I. Explore Community Context

INSERT Worksheet J. Explore Supervision & Performance Management

Putting It All Together: Your Agency Plan for Workforce Development

Your team has now completed a series of steps to guide you through a Workforce Development Planning Process, highlighting any gaps between the current workforce and the workforce your agency will need in the future. You have also explored each of the components of the Workforce Development Framework and considered potential strategies. Now, you are ready to develop a plan of action that's designed to move your agency forward in "closing the gap."

The Action Plan should be developed after careful consideration of all of the information that you've collected. Remember that this Action Plan need not address each and every workforce development component, but should be developmental and incremental, based on factors such as your agency's overall capacity to implement changes; the commitment of your agency leadership; and the cost, including staff time and effort, and resource allocation. Focusing on what can be accomplished in 3, 6, and 12 months will help your agency track progress and identify any unanticipated barriers. These progress markers help maintain investment and focus on the Action Plan

Prioritizing

Next your team will review the worksheets that you completed for Steps 1-4 and the assessment worksheets that you completed as you explored each of the Workforce Development Components, along with any other information that you think is especially important. This is the information that you will use in developing your Action Plan. Make sure that it's accessible and handy for each member of the team so that you can refer to the documents and information as needed.

Review the information and as a team complete the following worksheet ***Prioritizing***

INSERT WORKSHEET *Prioritizing*

Workforce Development Action Plan

Now, it is time to prepare your agency's plan of action, based upon your ordering of priorities in the previous step. For each component, and based upon your assessments, develop a plan for completion of each strategy. Use the following worksheet Action Plan as a template. If you would like to see another example of an action plan template [CLICK HERE Washington State Human Resources](#)

Commented [NM6]: MELISSA: I copied this sentence into the action plan worksheet as well. And, I also moved up the "if you would like to see another action plan template to appear BEFORE the worksheet.

INSERT WORKSHEET ACTION PLAN TEMPLATE

Action Plan Template

~~For each component, and based upon your assessments, develop a plan for completion of each strategy.~~

WORKFORCE DEVELOPMENT ACTION PLAN		
WDF Component:		
Strategy:		
Short term outcomes for this strategy:		
Long term outcomes for this strategy:		
Product and/or Deliverable		
Tasks and Activities	Who is responsible?	Time frames for Completion
Plan for Monitoring and Evaluating Impact: (Include information from Step 6: Monitor & Evaluate)		

~~If you would like to see another Action Plan template [CLICK HERE](#)~~

~~[Washington State Human Resources](#)~~

You have now successfully developed a plan of action to address gaps in your agency's workforce. Like any plan, it is not a static document, but will be reviewed and revisited periodically to assess progress, consider impact, and revise your efforts based upon changing conditions in the internal and external environment. *Step 6: Monitor and*

Evaluate is the next step, based upon a cycle of continuous quality improvement and the qualities of a learning organization.

Step 6. Monitor and Evaluate the Impact

The impact of the gap-closing strategies should be continually monitored using agreed-upon metrics and reliable information in order to track progress, adjust the plan as needed to adapt to changing conditions in the environment or unanticipated barriers, and to evaluate the impact of the strategies on workforce gaps, disparities in workforce composition, and the organizational functioning as a whole. While all aspects of the Plan may not be monitored with the same frequency, monthly monitoring as you begin will allow the team to identify and more quickly address challenges with implementing strategies. As the strategies and interventions are implemented and become well-integrated, monitoring can take place biannually to ensure long-term sustainability.

Review and consider the various metrics, activities, and methods provided as examples in the following worksheet Step 6: Monitor and Evaluate as you develop your plan for evaluating the impact of your Action Plan on your agency.

INSERT STEP 6 WORKSHEET. Step 6: Monitor and Evaluate

Step 6 Worksheet Monitor and Evaluate

In developing your plan to monitor and evaluate the impact of your workforce development Action Plan consider the following:

What you plan to monitor and evaluate:

- Program activities.
- Internal and external developments.
- Environmental changes.
- Trends (ongoing supply/demand metrics).

What methods you will use and with what frequency:

- Meetings, surveys, focus groups.
- Administrative data.

How you will revise and revisit your plan, considering:

- Alignment with other strategic planning by agency and partners.
- Success/failure and status of Action Plan strategies.
- Communication Plan and Ongoing Leadership and Staff Support.

Complete your draft Action Plan by adding the information from Step 6 to your Plan.

Commented [NM7]: SARAH, the content isn't new, I just was flagging more clearly what information goes into for the Step 6 Worksheet

If you would like to see additional examples of workforce development models, tools and templates [CLICK HERE](#).

[Georgia Department of Administrative Services—Workforce Planning](#)

[Washington State Human Resources—Workforce Planning Guide](#)

[Office of Personnel Management](#)

[Self-Assessment Workbook for Building Stable and Quality Child Welfare Workforce](#)

[Workforce Planning Portal](#)

[Workforce Development Process—Fairfax Virginia](#)

Commented [NM8]: Melissa, since this “closes the loop” on completion of the Tool Kit, before A Final Word, this might fit in a Text Box? Otherwise, I think it belongs after the Step 6 Worksheet. See what you think.

A Final Word

You and your team are on a challenging, yet highly meaningful and worthwhile journey of workforce development. Developing the Action Plan is just one step along the path, and it represents the customized “roadmap” for your agency. We know that implementing and sustaining your Action Plan will present a new set of challenges and there will be roadblocks along the way. Recent research points to the “science” of change management and those factors that contribute to successful implementation of a change effort. By using a structured, evidence-informed change implementation process, your agency will be more likely to achieve and sustain long-term success in developing and retaining a committed child welfare workforce, one that embraces the vision and mission of your agency and its critical role in supporting positive outcomes for children, youth and families.

For more information about change management and implementation science [CLICK HERE](#) for examples, tools and additional resources.

If your team and agency needs a reminder about why a commitment to workforce development is so essential. [CLICK HERE](#) to access NCWWI's powerful infographic: *Why the Workforce Matters*

CONGRATULATIONS!

YOUR WORKFORCE DEVELOPMENT JOURNEY IS WELL UNDERWAY

We cannot solve problems with the same thinking we used when we created them.

Albert Einstein

DRAFT

Workforce Development Framework and Planning & Assessment Tool Kit References

- Brimhall, K. C., Lizano, E. L., & Mor Barak, M. E. (2014). The mediating role of inclusion: A longitudinal study of the effects of leader-member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review*, 40 (May), 79–88.
- Center for the Study of Social Policy. (2006). *Self-assessment workbook for building stable and quality child welfare workforce*. Washington, DC: Author. Retrieved from http://www.pacwrc.pitt.edu/Organizational%20Effectiveness/LeadershipAcademy/CSSP_Workbook.pdf
- Children's Defense Fund & Children's Rights. (2006). *Components of an effective child welfare workforce to improve outcomes for children and families: What does the research tell us?* Houston, TX: Cornerstones for Kids.
- CPS Human Resource Services. (2007). *Workforce planning tool kit: Supply/demand analysis and gap analysis*. Washington, DC and Sacramento, CA: Author. Retrieved from <http://www.cpsshr.us/workforceplanning/documents/ToolKitSuppDemGapAnalysis.pdf>
- CPS HR Consulting. (n.d). *Workforce planning portal*. Retrieved from http://www.cpsshr.us/workforce_planning.html
- Cyphers, G. (2001). *Report from the child welfare workforce survey: State and county data and findings*. Washington, DC: American Public Human Services Association.
- Fairfax County Department of Human Resources. (2003). *Strategic workforce planning*. Retrieved from http://ncwwi.org/files/Workforce_Development_Process/Fairfax_Virginia_workforceplanningmanual.pdf
- Faller, K. C., Grabarek, M., & Ortega, R. M. (2010). Commitment to child welfare work: What predicts leaving and staying? *Children and Youth Services Review*, 32(6), 840–846.
- Fine, E., & Handelsman, J. (2012). *Reviewing applicants: Research on bias and assumptions*. Madison, WI: University of Wisconsin-Madison, Women in Science & Engineering Leadership Institute.
- Flower, C., McDonald, J., & Sumski, M. (2005). *Review of turnover in Milwaukee County private agency child welfare ongoing case management staff*. Milwaukee, WI: Bureau of Milwaukee Child Welfare.

- Georgia Department of Administrative Services. (n.d). *Workforce planning*. Retrieved from <http://doas.ga.gov/human-resources-administration/hr-tools/workforce-planning>
- Gupta, A., & Blewett, J. (2007). Change for children? The challenges and opportunities for the children's social work workforce. *Child and Family Social Work*, 12(2), 172–181.
- Hwang, J., & Hopkins, K. M. (2015). A structural equation model of the effects of diversity characteristics and inclusion on organizational outcomes in the child welfare workforce. *Children and Youth Services Review*, 50(January), 44–52.
- International Personnel Management Association. (2002). *Workforce planning resource guide for public sector human resource professionals*. Alexandria, VA: Author
- Minnesota Philanthropy Partners. (2013). *Facing race: A renewed commitment to racial equity*. St. Paul, MN: Author.
- National Association of Workforce Development Professionals. (2013). *Certified workforce development professional (CWDP) competencies*. Retrieved from http://www.nawdp.org/Content/NavigationMenu/Certification/CWDPEndorsementCompetencyAreas/NewCWDPCompetencies_2013.pdf
- National Child Welfare Workforce Institute. (2010). *Leadership competency framework*. Albany, NY: Author. Retrieved from <https://ncwwi.org/files/LeaderCompFrame5-31-2011.pdf>
- National Child Welfare Workforce Institute. (2010). *Module 3: Leading people*. [Leadership Academy for Supervisors]. Albany, NY: Author.
- National Child Welfare Workforce Institute. (2013). *A comprehensive workforce strategy to advance child welfare outcomes*. Albany, NY: Author. Retrieved from https://ncwwi.org/files/Comprehensive_Workforce_Strategy_FINAL_DRAFT.pdf
- National Child Welfare Workforce Institute. (2013). *Twelve NCWWI traineeship programs: Comprehensive summary of legacies & lessons learned*. Albany, NY: Author. Retrieved from https://ncwwi.org/files/NCWWI_Traineeships_Comprehensive_Summary_Legacies_Lessons_Learned_Sept2013.pdf
- National Child Welfare Workforce Institute. (2015). *Workforce development framework (WDF)*. Albany, NY: University at Albany. Retrieved from https://ncwwi.org/files/Workforce_Development_Process/WDF_Final_June_2015.pdf
- Ortega, R. M., Grogan-Kaylor, A., Ruffolo, M., Clarke, J., & Karb, R. (2010). "Racial and ethnic diversity in the initial child welfare experience," in M. B. Webb, K. Dowd, B. J. Harden, J. Landsverk, & M. F. Testa (Eds.), *Child welfare and child well-being*:

New perspectives from the national survey of child and adolescent well-being. New York, NY: Oxford University Press.

Sunset Advisory Commission. (2014, August). *Staff report with Commission decisions: Department of Family and Protective Services.* Austin, TX: Texas State Legislature. Retrieved from https://ncwwi.org/files/Change_Implementation/Sunset_Advisory_Commission_Staff_Report_with_Commission_Decisions.pdf

U.S. General Accounting Office. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff. [GAO 03-357]. *Highlights.* Washington, DC: Author. Retrieved from <http://www.gao.gov/new.items/d03357.pdf>

U.S. Geological Survey, Office of Human Resources, Strategic Initiatives Team. (2013). *United States Geological Survey: Workforce planning desk guide.* Washington, DC: Author. Retrieved from https://www2.usgs.gov/humancapital/sw/workforceplanning/documents/WF_PlanningGuide.doc

U.S. Office of Personnel Management (2011). *Migration planning guidance information documents: Workforce planning best practices.* Retrieved from <https://www.opm.gov/services-for-agencies/hr-line-of-business/migration-planning-guidance/workforce-planning-best-practices.pdf>

U.S. Office of Personnel Management. (2005). *Strategic alignment system: Workforce planning* [Chart]. Washington, DC: Author.

Victoria State Government, Department of Education & Early Childhood Development. (2013). *Workforce planning.* Retrieved from <http://www.education.vic.gov.au/hrweb/workm/pages/wrkplansch.aspx>

Washington State Human Resources. (2009). *Introduction to workforce planning.* Retrieved from <http://www.dop.wa.gov/WorkforceDataAndPlanning/WorkforcePlanning/Pages/IntroductiontoWorkforcePlanning.aspx>