

## **Frequently Asked Questions**

**Updated, 1/20/17**

### **Question: Can a consortium of counties apply to be a QIC-WD project site?**

- A. Yes, county consortia applicants can apply; the applicant must be one of the counties that is part of the consortium.
- B. All counties that are part of the consortium must submit a cover sheet, signed by their child welfare director.
- C. Consortium applicants need to submit a Memorandum of Understanding (MOU) that outlines their working relationship as a potential project site. If the applicant is selected as a project site, amendments and modifications to this initial MOU may be requested by the QIC-WD.
- D. The county consortium lead applicant is still required to secure a letter from the State child welfare agency.
  - a. A State child welfare agency can support more than one county consortium application for their state.
  - b. If a State child welfare agency supports a county consortium application(s), they can also submit a State application.
- E. In addition to addressing the framework provided in the Call for Applications, county consortia applicants are encouraged in their narrative to:
  - a. Describe the county applicants' previous working relationships with one another
  - b. Detail the similarities/differences of the workforce needs of the applicant counties
  - c. Provide a data narrative from each county

### **Question: Does the Site Implementation Manager need to be a new hire or can we repurpose an existing administrator?**

No, the SIM does not need to be a new hire. It can be an existing employee who is designated to take on this role. Note that we anticipate the duties of the SIM will take approximately a half-time position (.50 FTE).

### **Question: We are state run so can we do a statewide intervention or do you want to do a county demonstration project?**

Yes, we anticipate accepting a diverse array of sites, from state, county and tribally administered jurisdictions. For all types of sites, we'll want to discuss the use of potential comparison areas for testing the intervention, such as different regions within the state that might implement the intervention in different phases, or the use of comparison counties, etc. We are open to a variety of potential configurations.

**Question: Can we partner with a University to apply? Could the site implementation manager be a University employee?**

A county, state, or tribal child welfare agency that receives IV-B funds must be the applicant. A university could be a partner with the agency on the project; for example, supporting the implementation of the project or serving on an implementation team. The QIC-WD is focused on building the knowledge base and agency capacity for ongoing workforce development. Thus, the Site Implementation Manager (SIM) should be an employee of the agency.

**Question: If an agency has a lower turnover compared to other agencies, would the agency application still be considered?**

Yes, we are interested in working with a diverse range of jurisdictions.

**Question: Is there a particular workforce size you would like?**

No, there is no one particular size workforce we are looking for. We are interested in working with sites representing the diversity of child welfare jurisdictions across the country: rural and urban, tribal, and various regions of the country.

**Question: Is the focus specifically on turnover? What about something like development of skills or competencies?**

The focus of the QIC-WD is on improving the recruitment and retention of child welfare staff. We will work closely with each selected site to discern their specific recruitment or retention issues and identify an intervention that best meets that need. Although an intervention could include a component that develops skills or competencies needed to successfully implement the intervention and thereby improve recruitment or retention, the focus of the QIC-WD is not on testing interventions specifically targeting competency development of child welfare staff.

**Question: What do you mean by “intervention?”**

A structure, program or process designed to change the way the agency conducts its operations, human resources functions, supervision, agency culture and climate, or similar areas, with the goal of improving child welfare staff recruitment and retention.

**Question: Our agency is located in an isolated, rural area and our employee pool tends to need significant flexibility. Would a job sharing program be a possible intervention the QIC-WD could help us implement and test?**

In rural areas with limited resources, recruiting, hiring and retaining good child welfare staff is a definite challenge. The QIC-WD will work with each selected agency to fully assess the agency's workforce strengths and challenges and then collaborate with the agency to identify which interventions might fit with agency needs and could be tested. There are a number of potential interventions an agency in this situation might implement, and job sharing may be one of them.

**NEW as of 1/6/17**

**Question: When the word "agency" is used in the Call for Applications (referring to the size of the agency, services the agency is responsible for delivering, etc.) do you want us to respond focused on just the child welfare unit within the larger agency/division, or are you asking for information about the entire organization or umbrella agency?**

We are primarily interested in a full description of the specific unit of the organization that is responsible for child welfare services. However, we are also interested in understanding how the child welfare unit interacts with the Human Resources and Data/Information Technology units, which often fall within a larger umbrella organization, or even in a separate organization. For the QIC-WD workforce projects, it will be essential to have close collaboration with the HR and Data/Research/IT functions, so we will be looking for information about the overall organizational structure and those functional relationships. An organizational chart and description would be very helpful to include if possible.

**NEW as of 1/6/17**

**Question: We utilize a contractually privatized system. Investigations are conducted by the state or county sheriff and services (e.g. out-of-home care, in-home care, etc.) are provided by the contracted providers. Can our application include the contracted providers since they are an integral, essential – albeit contracted – extension of our child welfare workforce?**

**Question: How can private agencies get involved in the QIC-WD? As you know, several large jurisdictions have all or most of their case management capacity in the private sector (e.g. New York City-ACS, Illinois, Michigan, Florida, Kansas, Milwaukee County, Philadelphia).**

A county, state, or tribal child welfare agency that receives IV-B funds must be the applicant. A private contracted provider could be a partner with the agency on the project, since they are serving as part of the child welfare workforce. The QIC-WD is focused on building the knowledge base and child welfare agency capacity for ongoing workforce development. Thus, the Site Implementation Manager (SIM) should be an employee of the agency.

**NEW as of 1/20/17**

**Question: The Call for Applications question 2.g. asks for “Tenure data for as many staff categories as possible, including leadership, middle managers, supervisors, and frontline workers.” Can you define tenure more specifically? Would it be sufficient to define it by job classification, permanent status in the position and average length of time held based on job classification? Would it be for a specific period of time; annual snapshot, monthly snapshot? We can define this any number of different ways so I want to make sure the information we provide addresses the question in the application.**

We’d like to see whatever descriptive statistics you can share that tell us about the average length of tenure or % of people with varying degrees of tenure (e.g., X% in the job <1 yr, Y% in the job 1-2 yrs, etc.), or for whatever time intervals make the most sense for your system. Length of time in the current position seems most pertinent, but another way you could look at this is the length of time the individual was with the child welfare agency in any position. Splitting it by job classification makes the most sense, as long as you can provide us with some explanation for the various job titles. We don’t want to limit the information an agency wants to provide; if you have additional ways of analyzing and representing your tenure data (or any other data) that better tells your story, you should feel free to provide that!