



WORKFORCE DEVELOPMENT: RECRUITMENT AND RETENTION





5 BROAD AREAS OF NEW INITIATIVES

Quality
Supervision

Workload

Training/Hiring

Remote Work

Mental
Health/Secondary
Traumatic Stress

FY 21/22 EFFORTS



Exit Interviews

- In March 2022, CWS began conducting Exit Interviews for PSWs departing due to resignation, promotion/transfer to a different County department, or retirement
- During this time:
- 12 interviews were completed during this timeframe

360° Evaluations

- In August 2021, 360° Reviews began for CWS Leadership
- Reviews were conducted for Executive Leadership and Managers

CWS Mentorship Program

- In May 2022, CWS began its formal mentor program
- 27 staff were matched with 27 mentors for a six-month commitment

Clinical Supervision

- In May 2022, Human Resources began offering no-cost clinical supervision for staff actively pursuing clinical licensure
- 34 staff accrued or completed hours during the FY



CONTINUED FROM FY 21/22

Exit Interviews

- In January 2023, Exit Interviews expanded to SW1, SW2, SW3, SPSW, and PSS classifications
- 26 interviews completed up to April 2023

360° Evaluations

- Questions were updated based on feedback
- Added an expectation to solicit feedback from one person outside of CWS

CWS Mentorship Program

- Program expanded to a 12-month commitment based on feedback
- 41 mentees were matched with 30 mentors

Clinical Supervision

- To date, 56 staff have participated in this program to actively accrue or have completed hours towards LCSW, LMFT, or LPCC license



ADDITIONAL EFFORTS

Stay Interviews

- February 6, 2023, Stay Interviews began with offering all staff with less than two years' experience.
 - 158 PSWs invited to participate, 32 opted in
- In April, all staff with over two years' experience were offered a Stay Interview.
 - 347 PSWs invited to participate, 86 opted in

Hiring Website

- In March, a new page was added to the public County Child Welfare Services site that reviews career and volunteer opportunities through CWS. This reviews job positions including PSW, SW1, and RCW. It also links to the Realistic Job Preview video.

Same Day Hiring

- In January, CWS began Same Day Hiring. Applicants no longer have to wait until the next induction training is schedule to begin onboarding with us. The same day they pass their interview, they immediately can be fingerprinted and begin the background clearance process.
- 66 applicants have accepted positions since this began

BSW AND MSW INTERNS



School Year (SY)	Interns	Employee Interns	Hired
21-22	58	5	34
22-23	42	8	17 eligible for employment
23-24	52	12	34 eligible for employment

HIRING AND TURNOVER DATA



FY 21/22

	SW1	SW2	SW3	PSW	SPSW	PSS	Total
Hired	12	5	9	99	16	19	160
Departed	3	1	5	111	24	8	152

FY 22/23

	SW1	SW2	SW3	PSW	SPSW	PSS	Total
Hired	21	1	7	87	55	13	184
Departed	6	2	2	77	20	6	113



LIVE WELL
SAN DIEGO

QUESTIONS?



THANK YOU!



LIVE WELL
SAN DIEGO



Spreading HOPE




HEALTHY OUTCOMES
FROM POSITIVE EXPERIENCES

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Introduction to HOPE







HOPE
HEALTHY OUTCOMES
FROM POSITIVE EXPERIENCES

Why HOPE Exists

Positive experiences help children grow into more resilient, healthier adults. HOPE aims to better understand and support these key experiences.




 **Core assumption**
from the Science of the Positive:

The **positive** exists, it is real and worth growing.

Positive experiences:

- Promote children's **health and well-being**
- Allow children to form strong **relationships** and connections
- Cultivate positive self-image and **self-worth**
- Provide a sense of **belonging**
- Build skills that promote **resilience**

Linkenbach, J. (2007, 2018). The Science of the Positive: The Seven Core Principles Workbook: A Publication of The Montana Institute, LLC.





Many systems focus on the negative

Screening tools, many of which codify implicit bias, create a presumption of deficit

HOPE shifts the narrative: people are defined by their strengths as well as their challenges.

HOPE creates a presumption of strength



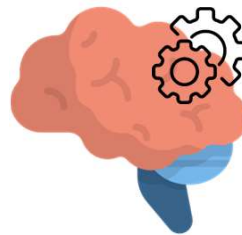
Type 1 vs. Type 2 thinking

Implicit biases are imbedded in Type 1 thinking




Unconscious, immediate reactions to difference

Type 2 thinking can help us notice and navigate our biases



Slow, conscious strategies to mitigate bias





ACEs and PCEs


ACEs

- 1998 study of employed people in Southern California
- Patients answered questions about their childhood
- Correlated with mental and physical health

NEW

PCEs

- 2015 population study in Wisconsin
- Part of the Behavioral Risk Factor Surveillance Survey
- Asked about ACEs
- Asked about Positive Childhood experiences
- Correlated with mental health





Adverse Community Environments are the root causes of ACEs



1 HOUSEHOLD

- divorce
- incarcerated family member
- homelessness
- parental mental illness
- physical and emotional neglect
- alcoholism and drug abuse
- bullying
- domestic violence
- emotional and sexual abuse
- maternal depression

2 COMMUNITY

- discrimination
- historical trauma
- violence
- lack of social capital and mobility
- substandard schools
- structural racism
- poor water and air quality
- lack of jobs
- food scarcity
- substandard wages
- poor housing quality and affordability
- poverty

3 ENVIRONMENT

- CLIMATE CRISIS
- record heat & droughts
- wildfires & smoke
- record storms, flooding & mudslides
- sea level rise
- NATURAL DISASTERS
- tornadoes & hurricanes
- volcano eruptions & tsunamis
- earthquakes
- pandemic





Positive Childhood Experiences scale questions

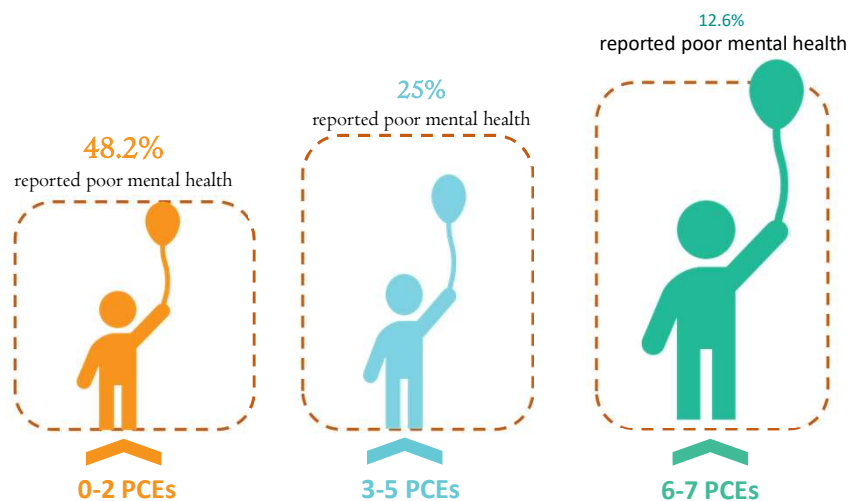


As a child, how often did you ...

1. Feel able to talk to your family about feelings
2. Feel your family stood by you during difficult times
3. Enjoy participating in community traditions
4. Feel a sense of belonging in high school
5. Feel supported by friends
6. Have at least two non-parent adults who took genuine interest in you
7. Feel safe and protected by an adult in your home



Positive Childhood Experiences (PCEs) Protect Adult Mental Health



Bethell C, Jones J, Gombojav N, Linkenbach J, Sege R. Positive Childhood Experiences and Adult Mental and Relational Health in a Statewide Sample: Associations Across Adverse Childhood Experiences Levels. *JAMA Pediatr.* 2019 Sep 9; e193007



Positive Childhood Experiences:

- Prevent ACEs
- Block toxic stress
- Promote healing

Relationships

Relationships with other children and with other adults through interpersonal activities.

Environment

Safe, equitable, stable environments for living, playing, learning at home and in school.

Engagement

Social and civic engagement to develop a sense of belonging and connectedness.

Emotional Growth

Emotional growth through playing and interacting with peers for self-awareness and self-regulation.

The Four Building Blocks of HOPE

HOPE

HEALTHY OUTCOMES
FROM POSITIVE EXPERIENCES

Strengths-based,
Child-centered,
Family-led innovating
around promoting
access to the Four
Building Blocks



HOPE focuses on the child

