

Causes of Employee Turnover

Solutions to Employee Turnover	Admin./ Paper Work	Bens.	Burn-out	Career Growth	Client Rescs.	Suppt. from Comnty.	Court Issues	Hours Conflict	Job Fit	Org. Culture	Pay Issues	Profess. Devel.	Profes-sm.	Safety Concerns	Super- vision	Inadeq. Training	Unmet Job Expects.	Work. Conds.	Work- load
Adv. Hiring			x																x
Behav. Intervs.									x								x		
Career Lad./Tier				x							x	x	x						
Caseload Reduc.			x							x			x			x			x
Competitive Pay											x								
Degree Incentive				x							x								
Diversity Progs.										x									
Flex Time/Job Share			x					x		x									x
Good Place to Work			x		x	x	x			x					x	x			
Improve Phys. Environ.			x							x								x	
Job Restruct.	x		x				x		x				x				x		x
Job Rotation			x	x			x	x				x							
Just Ask			x	x				x		x		x			x	x	x	x	
Mentor			x	x			x		x	x		x				x			
Paperwrk Reduc.	x		x						x								x		x
Perform.-Based Pay										x	x								
Perform. Mgmt.				x						x		x			x				
Realistic Job Prev.	x		x						x								x		
Safety Support														x					
2nd Lang. Incent.											x								
Super. Develmt.												x		x	x				
Telecommute			x					x										x	x
In-Serv. Training	x		x		x		x			x		x				x			
Tuition Assis.		x		x							x	x				x			
Univ. Partners.									x			x					x		

Possible Causes of Turnover among Children's Services Worker - Defined

Cause	Definition
Administrative/Paper Work	Caseworkers, who want to do "real social work," become frustrated with administrative duties such as paperwork, transporting clients, meetings, etc.
Benefits	Inadequate benefits to meet employee's basic needs, primarily in the areas of health care, retirement and vacation.
Burnout	Caseworkers find themselves emotionally unable to work productively and may find it difficult to continue working. Burn out may be caused by high levels of stress resulting from heavy workloads, erratic hours, poor supervision, the emotionally draining nature of the work, or simply because the employee is a "poor fit" for the job.
Career Growth	Employee feels that there are few promotional opportunities to "grow" as a caseworker either professionally or financially.
Client Resources	Caseworker becomes frustrated with the agency's inability to meet some of the basic needs of children and families. May also be frustrated with lack of other community resources.
Community Support	Caseworkers do not feel that their profession and/or agency is respected in the community. Negative media coverage.
Court Issues	Caseworker may be uncomfortable in court room situations, feel disrespected by attorneys and judges, and placed on the defensive. May feel court is another administrative burden that detracts from social work role.
Hours Conflict	Caseworker may be required to work long hours to stay "caught up." Some jobs require working overtime or being "on call" during evenings and weekends, thus interfering with personal and family life.
Job Fit	There is a poor match between the requirements of the job and the employee's skills, values, and/or personality.
Organization Culture	The atmosphere of the agency is not one that employees regard as being supportive, positive, or one where they feel valued by supervision and upper management.
Pay Issues	Pay is insufficient to meet basic needs or expectations. Pay may not be competitive within the community. Agency's internal pay practices may be regarded as being unfair.
Professional Development	Agency does not provide training or other developmental opportunities to improve professional skills or to prepare for promotional opportunities or career advancement.
Professionalism	Caseworkers believe that the child welfare job has become so structured and regulated by policy that their opportunity to function as a professional has been eroded.
Safety Concerns	Workers have concerns about their physical safety.
Supervision	Poor quality supervisors do not provide the leadership skills necessary to support and develop their staff.
Training Adequacy	Basic skill training is inadequate to provide new employees the basic skills necessary to do the job. Skill training for experienced employees is inadequate or the employee does not have the time to attend because of other work priorities.
Unmet Job Expectation	New employees find the job to be very different than they thought it would be when they accepted it.
Working Conditions	Poor physical surroundings -- inadequate office space and equipment, buildings in bad repair or bad location, inferior technological equipment and support.
Workload	High caseloads, and otherwise heavy workloads, create stress and anxiety.