Workforce Analytics

PROJECT OVERVIEW

The Quality Improvement Center for Workforce Analytics (QIC-WA) was established in 2023 to build capacity in public and tribal child welfare agencies and develop tools that improve the usefulness of workforce data. We are committed to addressing persistent child welfare workforce challenges with data-driven solutions. We believe that agencies that effectively use their workforce data to improve their operations are empowered to support children and families. We strive to meet organizations where they are and better equip them to use their own data to determine workforce strategies around topics such as diversity, equity, inclusion (DEI), belonging, recruitment, performance, retention, and well-being.

What are Data Analytics?

Using data to understand and improve how people work

COST-PER-HIRE
$4,700 ⓘ
NATIONAL AVERAGE ACROSS SECTORS

TIME TO FILL
36 days ⓘ
NATIONAL AVERAGE ACROSS SECTORS

SIZE OF THE WORKFORCE
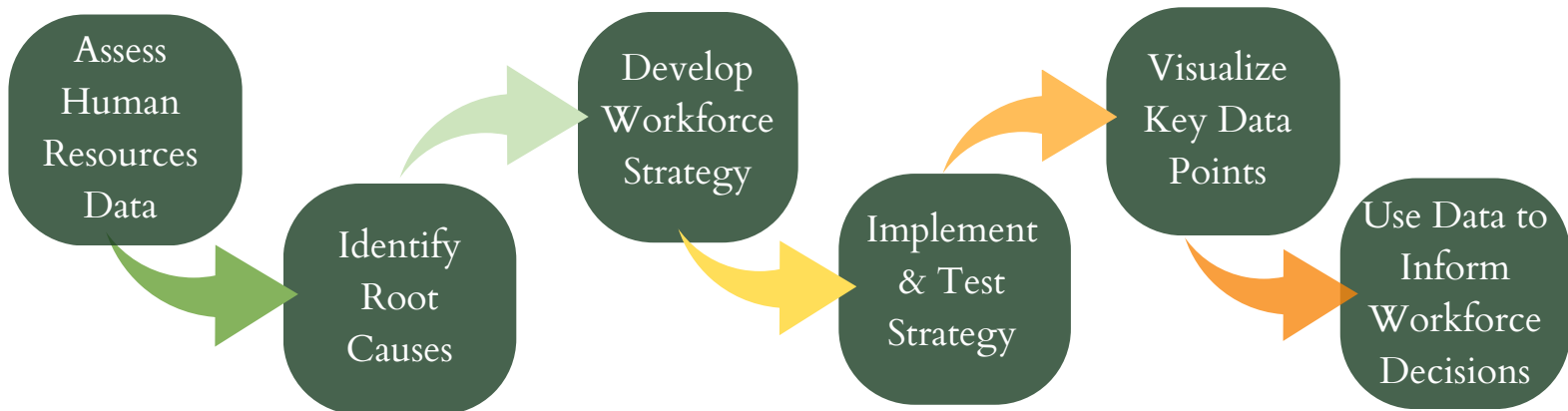**36,416** ⓘ
CASEWORKERS NATIONALLY IN 2015

TURNOVER
22% ⓘ
MEDIAN ANNUAL TURNOVER 2005-2015

The Problem

The child welfare workforce is in crisis and that negatively impacts families. In recent years child welfare agency directors have reported that it is taking longer to fill vacancies and that the number of people applying for child welfare jobs has declined. Increased vacancy rates place additional stress on the remaining workforce by increasing the caseload and workload. Furthermore, child welfare professionals have expressed discomfort and frustration with racial inequalities in the child welfare system and workers who identify as black, indigenous, and people of color (BIPOC) report experiencing greater everyday discrimination in the workplace than white coworkers. These factors add to the stress of the job and influence the organizational climate.

One reason that turnover persists is also a reason that it matters: the work is complex and the stakes are high. The well-being of children and families is directly impacted by disruption among the child welfare workforce and agency leaders are seeking strategies to stabilize and strengthen the workforce.

The Approach

The QIC-WA uses a framework to guide workforce strategy selection, implementation, evaluation, and data visualization tools to enhance data utility. We assess human resources (HR) data to understand root causes of workforce challenges at any stage of the employee lifecycle. This understanding informs a theory of change to guide intervention selection. Once a strategy is developed, we will work closely with an agency to test it to determine how it impacts the workforce. Data analytics tools, such as dashboards, will enhance the agency's ability to monitor the intervention, make decisions about the success of the initiative, and identify any for further change or adaptation.

Assess Human Resources Data → Identify Root Causes → Develop Workforce Strategy → Implement & Test Strategy → Visualize Key Data Points → Use Data to Inform Workforce Decisions

The Team

The QIC-WA is led by University of California – Los Angeles (UCLA) Agile Visual Analytics Lab at the Luskin School of Public Affairs, in collaboration with a team of workforce, child welfare, diversity, equity, and inclusion (DEI), implementation, and evaluation experts from the University of Nebraska–Lincoln Center on Children, Families and the Law; the University of Pittsburgh's Child Welfare Education and Research Programs in the School of Social Work; the University of Washington Indigenous Wellness Research Institute (IWRI); the Michigan Public Health Institute; CLH Strategies & Solutions; Stabio Productions; Penny P Collins Consulting, LLC; Insights OD Group; and Mattingly Solutions.