

# The Children, Youth, and Families Department's 2023 – 24 Performance Goals

Reducing Repeat Maltreatment  
and  
Strengthening our Workforce

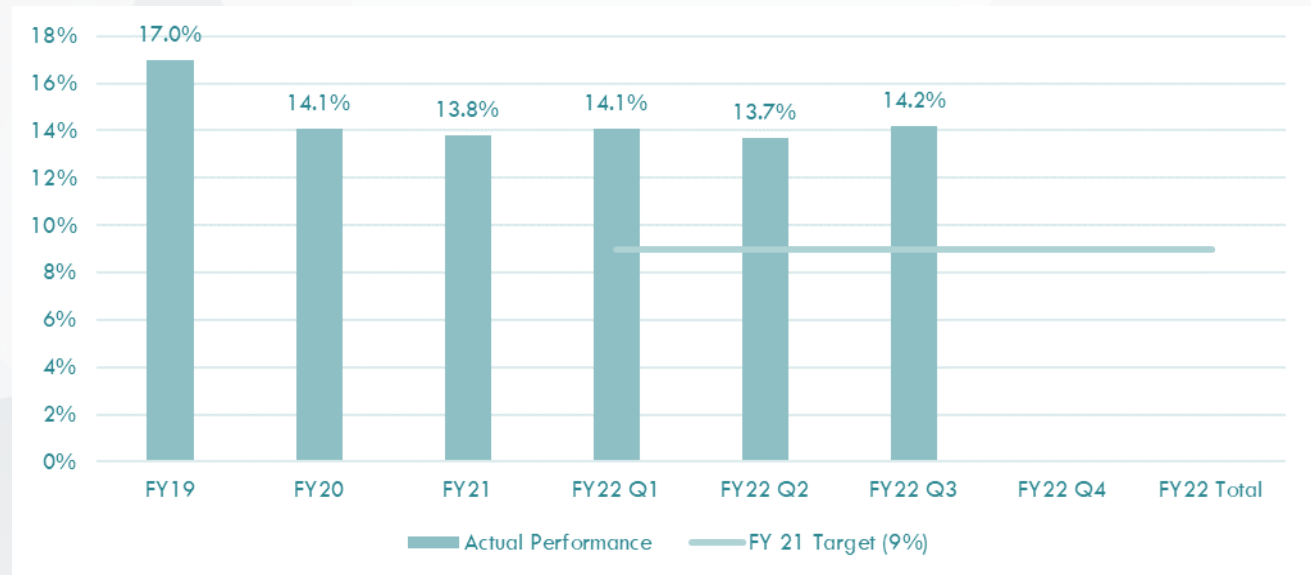
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AUGUST 2022

# Reducing Repeat Maltreatment

Percent of children who were victims of a substantiated maltreatment report during a twelve-month period, who were victims of another substantiated maltreatment allegation within twelve months of their initial report



# Reducing Repeat Maltreatment – Strategies

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- **Implementation of CYFD Workforce Development Plan.**
- Expansion of prevention programs.
- Collaborative Safety – Using Safety Science.
- Joining the National Partnership for Child Safety.
- Extending times for investigations from 45 days to 75 days.
- Targeted trainings, including on “credible evidence,” and prior referrals.

# Strategies to Strengthen Workforce - Reducing Turnover Rate

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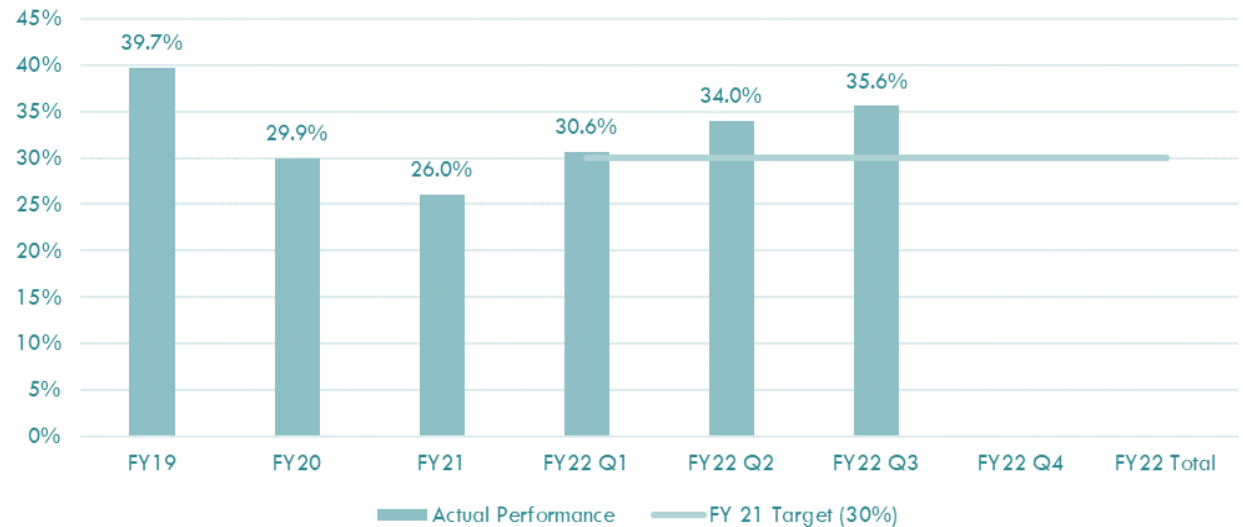
- Workforce Development Plan
- Pay Equity
- Using Safety Science to Develop a Safety Culture



# Retention – Pay Equity

- Retention of experienced staff depends on providing pay equity for child welfare professionals who have committed years of service and in whom the State has invested resources.
- It costs between \$12,843 and \$25,686 to on-board a new investigation worker— what they are paid to train and learn the job (not including benefits).
- An experienced and well-trained workforce is our most valuable resource in our efforts to reduce repeat maltreatment.

*Turnover Rate for Protective Services Workers*



FY 2022 CYFD Performance Report  
Performance Measure #14

# Fair Compensation for Workforce

An analysis of mid-point pay for frontline caseworker roles with the Department illustrates the problem with current pay rates in terms the impact of competitive salaries in the private sector or other sectors of government (such as education or public safety). This analysis uses the Massachusetts Institute of Technology Living Wage Calculator for select New Mexico communities.

Living Wage (per MIT Living Wage Calculator)									
Bernalillo	Chaves	Dona Ana	Lea	McKinley	Rio Arriba	San Miguel	Santa Fe	Socorro	Taos
\$31.86	\$31.66	\$30.27	\$32.60	\$30.42	\$30.65	\$30.86	\$32.87	\$30.53	\$31.79

\*Living Wage Calculator uses Living Wage for 1 adult and 1 child.

Job Title	Salary Band	Hourly Minimum	Hourly Midpoint
Investigation Caseworker	SE	\$19.58	\$25.45
Investigation Senior Worker	SF	\$22.01	\$28.61
Investigation Supervisor	SG	\$25.68	\$33.39
Permanency Planning Caseworker	SD	\$17.25	\$22.42
Permanency Planning Senior Worker	SE	\$19.58	\$25.45
Permanency Planning Supervisor	SF	\$22.01	\$28.61
Placement Caseworker	SD	\$17.25	\$22.42
Placement Senior Worker	SE	\$19.58	\$25.45
Placement Supervisor	SF	\$22.01	\$28.61
In-Home Services Worker	SE	\$19.58	\$25.45
In-Home Services Supervisor	SF	\$22.01	\$28.61

# Workforce Development

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## **Multi-Faceted Workforce Development Plan**

- Training and professional development
- Organizational factors
- Job-related safety
- Workload and expectations
- Self-care / Addressing secondary trauma
- Physical working conditions
- Workplace cohesion
- Agency mission
- Rewards and recognition
- Supervision frequency and availability
- Supervision quality

# Recruitment

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Child welfare jobs are notoriously difficult to recruit for. Qualified candidates may prefer to pursue private sector jobs that come with higher pay, lower stress, and more manageable caseloads.



More than ever, it is imperative that CYFD change its existing messaging and strategies to attract candidates from communities most disproportionately represented in the child welfare system.

We must embrace targeted, “up-stream” approaches to generate interest and enthusiasm about a field that has such a significant community role and impact, including:

- Title IVE Stipend Program
- Loan Repayment
- Face to Face Recruitment
- Workforce Competencies
- County Recruitment Plans
- Building a culturally reflective workforce.



# Training

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Preparing new staff for their role in Protective Services, as well as enhancing the skills and knowledge of experienced staff, requires training staff to be adaptive and flexible to the needs of the agency.

Therefore, any training plan should be an iterative and evolving document.

PS will emphasize role-specific skill-building.

The training array will include:

- New Employee Orientation and New Employee Training (NEO/NET)
- Coaching
- Core Competency Model
- Role-Specific Mentoring
- ICWA/IFPA Training Coordinator



# Collaborative Safety – Developing a Safety Culture

As Collaborative Safety recognizes, there are no quick fixes within the child welfare system.

Careful thought and planning must be considered prior to implementation of recommendations resulting from Collaborative Safety's analysis.



TRANSFORMING CULTURE | TOGETHER

Those recommendations are:

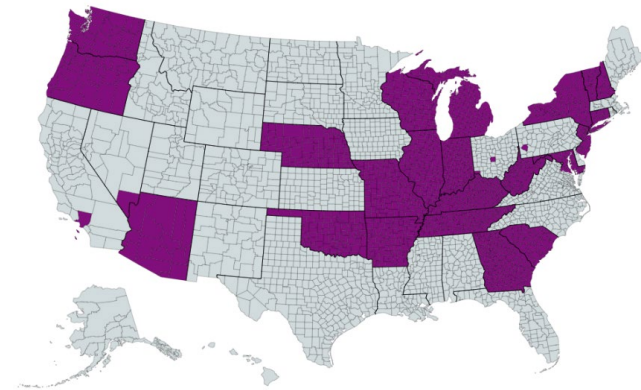
- Consider reinforcing the use of metrics to emphasize the strategic use of data for systemic improvement and address perceptions of punitive use.
- Consider developing a process of responding to critical incidents that meets the acute needs of the event while allowing sufficient time for systemic review and targeted change initiatives.
- Consider establishing a response to critical incidents that avoids punitive measures and provides resources to support workers following these events (e.g., peer support, psychological first aid, counseling, time off, etc.).
- Consider assessing and removing unnecessary and/or redundant tasks from investigative casework while maintaining and emphasizing critical case work that allows for the effective support of children and families.
- Consider researching opportunities in which the training system can address identified needs.
- Consider working with Evident Change to explore opportunities to work on identified needs.

# The National Partnership for Child Safety



NPCS is a quality improvement collaborative, brought together to formulate effective fatality prevention strategies using safety science and data sharing.

- NPCS was formed to advance key recommendations and findings of the Federal Commission to Eliminate Child Abuse and Neglect Fatalities.
- Those recommendations highlight the importance and impact of safety science and data sharing to system change and reform.
- This organization is comprised of child welfare leaders who represent state, county, and tribal child and family service agencies nationwide.
- The Department's participation in this NPCS will promote information sharing and bring state-of-the-art, multi-disciplinary innovations in child protection to New Mexico.



# Reducing Repeat Maltreatment by Enhancing Our Workforce

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The foundation of reducing repeat-maltreatment fatalities is our developing a supported, healthy, committed Workforce.

It requires a long-term committed and focused strategy by CYFD and Our governmental partners.

A healthy and committed Workforce is central to ensuring that every child who touches our system of care is living safely—and is better off for having had that contact.

