NATIONAL Child Welfare WORKFORCE INSTITUTE

Learning, Leading, Changing

Organizational Climate Intervention

Strolin-Goltzman, J. (2010). Improving turnover in public child welfare: Outcomes from an organizational intervention. *Children and Youth Services Review, 32*(10), 1388-1395.

Glisson, C., Dukes, D., & Green, P. (2006). The effects of the ARC organizational intervention on caseworker turnover, climate, and culture in children's service systems. *Child Abuse & Neglect, 30*(8), 855-880.

WHAT ARE THESE RESOURCES?

These two research studies provide information regarding the impact of two targeted organizational interventions on caseworker turnover and child welfare agency climate and culture.

WHAT ARE THE CRITICAL FINDINGS?

Addressing the organizational factors affecting turnover is critical for improved service delivery, case outcomes and agency functioning. Targeted organizational interventions have been found to address caseworker burnout by improving role clarity, job satisfaction/commitment, perceptions of salary and benefits, and intention to leave. The figure below identifies organizational factors affecting turnover, while the chart outlines steps of an effective organizational intervention process:
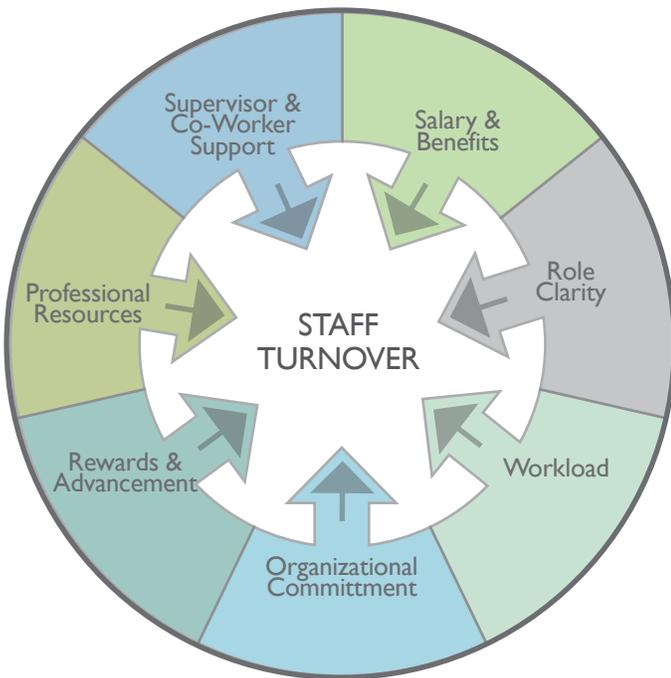
THE ORGANIZATIONAL INTERVENTION PROCESS

1. Clearly Identify Problems / Needs
2. Assess Causes
3. Evaluate Effects
4. Ponder Ideal Situations
5. Discuss Existing Solutions
6. Develop New Feasible Solutions
7. Identify Specific Action Steps
8. Implement Plan

The studies' major findings include the following:

- Increasing professional resources (such as immediate access to training, technological resources, and supervisory support) is the strongest variable for improving retention.
- Organizational interventions may reduce turnover and improve organizational climate.

*Limitations include a small, non-random, homogeneous sample; lack of research on this topic; lack of generalizability; co-occurring interventions; and a significant monetary and time commitment associated with the intervention.

WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Agencies should consider focusing greater attention on the elements of a positive organizational climate to improve caseworker retention and service quality.

Agencies should consider implementing tailored organizational intervention strategies and ensuring staff access to professional development training, quality supervisory support, and adequate technological resources.