

▼ APPENDIX A, RECOMMENDED CHANGES TO WCFS

Thinking about the quality of your work life, what 3 things would you change at WCFS related to front line child protection?

**Long term Child Protection Workers**

1	<ol style="list-style-type: none"> <li>1. Some reprieve, even a few months reduced caseload.</li> <li>2. Recognition that this is the core of the mandate.</li> <li>3. Valuing experience. Start talking about the skill/expertise experienced FSSW gives the agency rather than that they are burnt out, cut corners or don't do their job.</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Cut back on paper work and less rigidity with regard to paperwork – more time to work with clients.</li> <li>2. Better training for supervisors. Helping them to be more supportive. Helping them to become knowledgeable.</li> <li>3. More sense of being valued by the agency, eg. the card which gives us advantages-compliments now and again.</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Private offices.</li> <li>2. Capped caseloads.</li> <li>3. Long-term stability and this is relative to bi- or tri-partisan collaboration amongst the various stakeholders/political powers (no more five-year plans). We need to be able to also look at what worked well in the past to plan for the future. Depoliticize child welfare.</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Fewer cases/lower caseloads would increase manageability in this position.</li> <li>2. Decrease administrative paperwork expectations to allow more client contact.</li> <li>3. Look at ways to compensate front-line workers – additional support/financial incentives/perks, etc.</li> </ol>
5	<ol style="list-style-type: none"> <li>1. Re-evaluating "best practice" relative to what services/resources the agency offers (ie separating sib groups; moving kids from shelters when they are doing great).</li> <li>2. Paying workers based on job demands and stress (ie why do community workers get paid the same??)</li> <li>3. Workload makes it impossible to do good work.</li> </ol>
6	<ol style="list-style-type: none"> <li>1. Changes in priorities replacement ie. splitting siblings, moving kids when it's not in their best interests, no time for pre-placements, lack of matching.</li> <li>2. Higher wages for family service workers.</li> <li>3. Higher expectations for other programs ie. Reunification/preservation, intake, foster care.</li> </ol>
7	<ol style="list-style-type: none"> <li>1. Caseloads should be capped. Child welfare league of America states maximum 15-20.</li> <li>2. Resources</li> <li>3. Work environment – private offices, not cubicles, computers that work – telephone &amp; redial hold button.</li> </ol>

8	<ol style="list-style-type: none"> <li>1. Increase resources and flexibility to use same.</li> <li>2. Demonstrated and tangible recognition of front line work.</li> <li>3. Put the emphasis on people (both clients and staff) rather than paper.</li> </ol>
9	<ol style="list-style-type: none"> <li>1. Lighter caseload.</li> <li>2. Allow more quality service to clients.</li> <li>3. Reduce level of personal and professional frustration/stress. Time guaranteed to follow up properly with client's needs. Time to do proper evaluation of cases for planning/follow-up.</li> </ol>
10	<ol style="list-style-type: none"> <li>1. Smaller, manageable caseloads.</li> <li>2. Appreciation of job I do ie. Salary.</li> <li>3. Sufficient money and resources to service clients appropriately.</li> </ol>
11	<ol style="list-style-type: none"> <li>1. Time dedicated to administration needs be kept to barest minimum to allow SW to attend to client needs.</li> <li>2. Resources and expectations fit.</li> <li>3. Front line worker autonomy and creativity respected and responded to with resources and an equal interest in accomplishing best practice (client focused).</li> </ol>

**Short Term Child Protection Social Workers**

1	<ol style="list-style-type: none"> <li>1. Caseload size needs to be decreased.</li> <li>2. Create stability. Have less reorganizations and make sure everybody is clear and understands their roles.</li> <li>3. Increase the number of training opportunities for workers.</li> <li>4. Higher salaries.</li> <li>5. Increase available resources and funding availability to use creativity in finding resources.</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Lower caseload so that one can make proper communications with clients.</li> <li>2. Increase resources and/or shorter wait list for resources.</li> <li>3. Decrease paperwork.</li> <li>4. More pay.</li> <li>5. Have better communication between agency departments such as foster care, and offer to support workers and provide other supportive services.</li> <li>6. No more sink or swim.</li> <li>7. More training.</li> </ol>
3	<ol style="list-style-type: none"> <li>1. More appropriate resources.</li> <li>2. Smaller caseloads.</li> <li>3. More pay.</li> <li>4. We need more appropriate resources such as more suitable replacements, more support workers and more training for support staff and workers.</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Reduce caseload size.</li> <li>2. Develop case aide position to delegate some of the workload.</li> <li>3. Elevate job status by doing more recognition pieces and increase salary.</li> </ol>
5	<ol style="list-style-type: none"> <li>1. Reduce caseloads to about 15 cases.</li> <li>2. Increase resources – reduce waiting lists, such as family preservation, reunification and family support services; provide more qualified foster homes, more treatment homes, etc.</li> <li>3. Provide more intense training for new workers.</li> </ol>
6	<ol style="list-style-type: none"> <li>1. Lower caseload to allow time with each family, provide more workers.</li> <li>2. Provide higher wage as this is high stress demanding job.</li> <li>3. Provide more resources for clients, referrals outside of agency, which would give a faster effective service.</li> </ol>
7	<ol style="list-style-type: none"> <li>1. Initial/immediate training regarding specific requirements, not global issues like values.</li> <li>2. Decrease workload.</li> <li>3. Management response to systemic issues impacting the workload, for example, how do bed closures at psychiatric facilities impact us and should we be bearing the results of external change.</li> </ol>
8	<ol style="list-style-type: none"> <li>1. Provide more workers.</li> <li>2. Less court time.</li> <li>3. Provide more services.</li> </ol>

**Former Child Protection Social Workers**

1	<ol style="list-style-type: none"> <li>1. Smaller caseloads.</li> <li>2. Training in CFS policies, structure, guidelines, etc. for new employees so I could understand how the agency works and why.</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Limit the number of cases assigned to social workers.</li> <li>2. Assign an office with four walls and a door to social workers.</li> <li>3. Focus on doing prevention work, early childhood intervention, family group work, etc.</li> </ol>
3	<ol style="list-style-type: none"> <li>1. More training for staff on policies, procedures, job shadowing.</li> <li>2. Support from supervisor such as emotional, approachable, guidance, flexible.</li> <li>3. Smaller caseloads so we can spend more time with clients and working on prevention.</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Decrease caseload.</li> <li>2. Implement a graduated caseload for new workers while receiving training.</li> <li>3. Implement policy that is committed to improving families and communities financially.</li> </ol>
5	<ol style="list-style-type: none"> <li>1. Make supervisors accountable to the team and unit.</li> <li>2. Accountability for upper management who hide supervisors who are unsuitable.</li> <li>3. Grievances and or complaints regarding supervisors should be addressed without fear of repercussions.</li> </ol>
6	<ol style="list-style-type: none"> <li>1. Social work role should be more specific.</li> <li>2. Provide more protection workers, smaller caseloads.</li> <li>3. Provide more support from supervisors.</li> </ol>
7	<ol style="list-style-type: none"> <li>1. Lower caseloads.</li> <li>2. Provide more support and equality from supervisors and other agency programs.</li> <li>3. Provide a more professional setting, i.e. respect from agency and staff (teamwork) and physical space.</li> </ol>
8	<ol style="list-style-type: none"> <li>1. Flexible supervision. Provide respect, professionalism, morale, team work.</li> <li>2. Provide more training.</li> <li>3. Have social work specific duties. For example, the family service worker should be the end all. They're overworked.</li> </ol>