

**ChildNet Workforce & Workplace Analysis Action Summary**

FINDING / CONCERN	CONSULTANT RECOMMENDATION	BOARD RECOMMENDATION	PROGRESS / COMMENTS / NOTES
<p>The workforce is dedicated, mission-driven, talented and invested</p>	Engage workforce in organizational & operational decision-making and enhancements		
	Re-engage Six Sigma certified employees in organizational continuous quality improvement		
	Invest in and increase staff retention		
	Ensure supervisors have capacity to be responsive and helpful to staff		
<p>The workforce has a substantial workload, particularly those managing caseloads</p>	Continue efforts to reduce caseloads to a manageable level		
	Increase workplace supports that offer staff opportunities to debrief, re-strengthen, and experience work life balance		
	Reconsider the role of specialized units with respect to workload efficiency		
	Examine the importance of flexibility to compensate for workload demands and hours, instituting and enforcing a consistent responsive agency policy		
<p>The workplace morale appears extremely low</p>	Consider adopting an accountable culture of collegiality and staff empowerment agency-wide		
	Analyze staff turnover at the department, unit, and position level and address staff retention based on contributing factors		
<p>There is a lack of unity and cohesiveness across the organization and among the two county sites</p>	Revisit the "One ChildNet" philosophy		
	Reinstitute agency-wide meetings and communication activities		
	Consider team building, staff retreats, and related activities to enhance agency unity and cohesiveness		
	Review and update standardization of policies, procedure, practices, and processes as applicable		
	Provide interdepartmental education, cross-training, and shadowing		

	Consider opportunities to leverage and maximize resources across the Broward and Palm Beach offices		
The Board of Directors needs to be more educated, engaged, proactive, accountable, and transparent	Initiate Board training and development		
	Publish Board meeting notices and the call-in telephone number		
	Post Board minutes in an accessible agency electronic folder		
	Establish a staff liaison to the Board		
	Initiate Board member shadowing of ChildNet employees		
	Conduct Board and staff dialogue sessions with 100% Board participation		
	Conduct a Board retreat or planning session		
	Develop a hybrid board and agency strategic plan		
Organizational leadership needs to provide a more positive influence on workplace culture	Closely consider the skill set required for key leadership positions and ensure incumbents and hires possess these competencies		
	Consider moving agency leadership and senior executives' offices to the first floor with the majority of the workforce to increase visibility, accessibility, and exposure to day-to-day operations		
	Ensure organizational leaders rebuild relationships with contracted providers and community partners		
There is a lack of trust in Talent Management to best represent and support the workforce	Conduct a specific analysis on Talent Management and consider enhancements to Talent Management based on evaluation findings		
There are inconsistent hiring and promotion practices	Assess hiring and promotion practices and initiate improvements, as applicable, based on findings		
Inequity exists in the employee benefits structure, i.e. health insurance and PTO	Review policies and practices associated with employee benefits		
Opportunities exist for enhancement to staff training and development	Evaluate training effectiveness and fit with workforce needs, including at the supervisory level		

Communication and transparency needs to be improved organization-wide	Institute an effective communication structure that includes multiple methodologies and standardization, including based on past successes		
Employees are not adequately engaged and recognized	Establish employee engagement and recognition as a workplace priority		
	Develop an employee recognition system collaboratively with staff		
	Allocate an annual budget for employee recognition		
	Analyze staffing structure, patterns, and compensation, including to restore prior salary reductions and offer work schedule flexibility		
Facility conditions and security needs to be improved	Conduct an assessment associated with facility conditions, equipment, and security, (including the Safe Place Shelter), making enhancements as applicable		
Providers need to be engaged as trusted and valued partners	Engage providers in system of care development and decision-making		
External system stressors need to be addressed	Address the systemic issues that create barriers to achieving the organization's mission		