



National Association of Public Child Welfare Administrators

These recommendations were developed by the National Association of Public Child Welfare Administrators, an affiliate of APHSAs, at the request of the APHSAs Board of Directors. NAPCWA's Training and Workforce Development Committee drafted the recommendations and NAPCWA's Executive Committee approved them on February 14, 2002. They were presented to the APHSAs Board of Directors and approved at their meeting on March 3, 2002, in Washington, DC.

Recommendations Regarding APHSAs's Child Welfare Workforce Study

Note: NAPCWA believes that workload is especially important and critical in any consideration of "workforce issues" and, therefore, discussion of "workforce" includes the following: staff qualifications, training, workloads, supervisory roles, supervisory ratios, salaries, recruitment, retention, staff development and leadership opportunities.

Within the field of human services, the child welfare workforce faces unique and often difficult challenges. The National Association of Public Child Welfare Administrators recommends that APHSAs serve as a national leader on child welfare workforce issues by:

1. Expanding the APHSAs Board of Directors Child Welfare Workforce Task Force to develop and implement a national strategy for addressing child welfare workforce issues.

Suggested partners include APHSAs's affiliate organizations, NAPCWA, the National Staff Development and Training Association (NSDTA), and Information Systems Management (ISM), as well as the Child Welfare League of America (CWLA), the Alliance for Children and Families, the Council on Accreditation for Services to Families and Children, Inc. (COA), the Institute for the Advancement of Social Work Research (IASWR), the National Association of Social Workers (NASW), Black Administrators in Child Welfare (BACW), the Association of State, County and Municipal Employees (AFSCME), the Council on Social Work Education (CSWE), the National Indian Child Welfare Association (NICWA), the National Association of Deans and Directors of Schools of Social Work (NADD), and the Baccalaureate Social Work Program Directors (BPD).

- 2. Recommending that, based on the unique opportunities and challenges in each jurisdiction, state and local child welfare agency directors (a) assess workforce issues, and (b) implement an intentional mix of well-coordinated strategies and approaches to directly address these issues.**

Resources and guidance to assist in the assessment and implementation of workforce issues include the workforce recommendations contained in NAPCWA's *Guidelines for a Model System of Protective Services for Abused and Neglected Children and Their Families*, APHSA's *Report of the Child Welfare Workforce Survey: State and County Data and Findings (May 2001)* and the Council on Accreditation standards.

- 3. Serving as a resource for information and technical assistance for APHSA member agencies on child welfare workforce issues.**
- 4. Advocating for legislation, policy, and funding which address child welfare workforce issues.**
- 5. Promoting further research and demonstration programs on child welfare workforce issues with particular attention to linking workforce development to improved outcomes for children and families.**
- 6. Continuing to promote child welfare workforce issues through partnerships and projects such as the NAPCWA – NADD (National Association of Deans and Directors of Schools of Social Work) Workgroup, the National Staff Development and Training Association's Child Welfare Workgroup, APHSA's Executive Leadership Institute Child Welfare Initiative, and others.**