



APPENDIX

SAFE CHILDREN

How do some states **hire, train, and retain their hotline intake screeners?** (APPENDIX)

Hiring, training, and retaining hotline intake screeners

For ease of review and use, this compilation is organized into five sections: **(1) Infrastructure, Staffing, Supervision and Quality Assurance (QA); (2) Hiring; (3) Training; and Retention.** Each section provides the jurisdictional responses to a range of questions in that particular category. The following table provides a high-level overview of each state’s hotline infrastructure, use of technology, quality assurance processes, and staffing structure.¹

INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

FLORIDA	
Approximate # of intake screeners	205
Types of calls received	CPS, Adult Protective Services (APS)
Approximate supervisor to screener ratio	1:8–12



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INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

FLORIDA	
Staffing and supervisory structure	<ul style="list-style-type: none"> • 28 hotline supervisors • Hotline staff also includes: two QA staff and one QA supervisor, six trainers and one training supervisor, and five hotline specialists (hotline specialists review feedback/concerns from the field, make any changes if warranted, and provide feedback to the abuse counselors). • Supervisors take calls when needed. • Two teams work in the call center: one team takes calls, and another team develops a background report (including criminal history) for investigators.
Use of Technology	<ul style="list-style-type: none"> • Impact 360 Verint: Workforce Management & Quality Management system (calls and screens are recorded in this system as well) • AVAYA telephone system • Multiple databases (see Resources below)
Pathways for Referrals	Phone (with a separate line for law enforcement), fax, online
Calls Recorded?	Yes
Retention of Recorded Calls	Until the child in the referral reaches age 30
Purpose of Recorded Calls	<ul style="list-style-type: none"> • Training • Quality Assurance
QA processes	<ul style="list-style-type: none"> • Supervisors perform monthly reviews of all the work of each screener in their unit. • QA team also performs reviews and provides feedback.
NEW JERSEY	
Approximate # of intake screeners	89
Types of calls received	CPS
Approximate supervisor to screener ratio	1:6

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INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

NEW JERSEY

Staffing and supervisory structure	<ul style="list-style-type: none"> • 17 supervisors, four casework supervisors (each oversees four to five supervisors and their units), and one administrator, six support staff and part-time supplemental staff (52 screeners and nine supervisors) • All management staff (supervisors, casework supervisors, administrators) can take calls when needed.
Use of Technology	<ul style="list-style-type: none"> • Call Management System includes AVAYA and the NICE call recording system. • Field staff now have the ability to listen to the recording of the phone call.
Pathways for Referrals	Phone
Calls Recorded?	Yes
Retention of Recorded Calls	99 years
Purpose of Recorded Calls	<ul style="list-style-type: none"> • Training • Quality Assurance • Field staff can listen to the recording if they want more information that the screener may not have captured; e.g., tone.
QA processes	<ul style="list-style-type: none"> • Every week, supervisors review a set number of intakes per screener, to assess the screener’s critical thinking skills and knowledge of policy and practice. • The Management QA Review Team includes the administrator, casework supervisors, and supervisors. The Review Team reviews all information and referral reports from the previous business day. • The Administration Team also reviews a percentage of related information reports from the previous business day. • Every week, supervisors complete a “monitoring packet” that includes call evaluations and the corresponding reports; these are reviewed by the casework supervisor. • The Administration Team also evaluates the efficacy of the supervisory team on an ongoing basis.

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INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

TENNESSEE	
Approximate # of intake screeners	65
Types of calls received	CPS, Out of State Courtesies
Approximate supervisor to screener ratio	1:8
Staffing and supervisory structure	<ul style="list-style-type: none"> • 12 supervisors and 10 team leads. Eight of the team leads and 10 supervisors are responsible for the call center, while two of the team leads (floor coordinator and QA coordinator) and two supervisors (training coordinator and assistant floor coordinator) are responsible for the service desk. Two team coordinators oversee the 24/7 operations of both the call center and the service desk. • All hotline staff, except for the administrator and business analyst, have experience taking calls and are expected to do so when needed, including the director.
Use of Technology	<ul style="list-style-type: none"> • MIR3 paging system to contact field on-call staff after business hours when there is an emergency referral or immediate assistance has been requested • The CARAT Web-based child abuse referral and tracking system allows the public to file a report online, and also provides anyone who makes a referral (via phone, online) with a link to see the status of their report. If the referral is assigned to a worker, CARAT also provides the worker's name and contact information. • Cisco phone system
Pathways for Referrals	Phone (with separate lines for law enforcement, medical professionals, and schools), online, fax, email, mail
Calls Recorded?	Yes
Retention of Recorded Calls	5 years
Purpose of Recorded Calls	<ul style="list-style-type: none"> • Training • Quality Assurance • Handling complaints • Internal reviews • Recorded calls can only be released with a subpoena from the TN Bureau of Investigation.

INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

TENNESSEE	
QA processes	<ul style="list-style-type: none"> Supervisors review all decisions by new hires before decisions are sent to the field. A sample of screen-out decisions are also reviewed by supervisors. TN has alternative response, so screeners have to decide which of three tracks the referral should be assigned to, as well as one of three priority levels. Every month, a random sample of calls are pulled and reviewed by the QA coordinator and supervisors (supervisors do not review calls for people on their team). Approximately two calls per person (including supervisors and team leaders) are reviewed and scored. The monthly QA score is one of the performance outcomes used in the annual review. The QA review includes: customer service (e.g., greeting, tone, engagement); active listening; management and efficiency of the call; gathering information; assessing safety/risk; screening process; documentation.
TEXAS	
Approximate # of intake screeners	320
Types of calls received	CPS, APS, Licensing
Approximate supervisor to screener ratio	1:7-12
Staffing and supervisory structure	<ul style="list-style-type: none"> Supervisors provide consultation and supervision but do not take calls. Supervisors can review recorded calls. All new screeners must staff calls with supervisor, until supervisor “releases” this requirement. Shared supervision model — supervisors take turns staffing calls, and the “staffing supervisor” is available to all screeners during that time frame

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TEXAS	
Use of Technology	<ul style="list-style-type: none"> • IEX (forecasts staffing needs based on predictive analytics) – transitioning to Verint, Winter 2017 • Engage Voice and Coach (for recording and screening calls) – transitioning to Verint, Winter 2017 • Nortel/Avaya telephone system – transitioning to Avaya, Winter 2017 (Management uses Cisco phones) • OfficeExtend Access Point for teleworkers • IMPACT database • TIERS and driver’s license databases for locating parents • www.txabusehotline.org for online reports
Pathways for Referrals	Phone (with a separate line for law enforcement), online, mail/fax
Calls Recorded?	Yes
Retention of Recorded Calls	At least 1 year
Purpose of Recorded Calls	<ul style="list-style-type: none"> • QA • Litigation
QA processes	<ul style="list-style-type: none"> • Performance Improvement (PI) staff review recorded calls and rate “yes/no” for meeting criteria of various items. They also review calls related to complaints received. • Supervisors also review a sample of recorded calls from their unit every month.
WASHINGTON	
Approximate # of intake screeners	69
Types of calls received	CPS, Licensing
Approximate supervisor to screener ratio	1:6

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INFRASTRUCTURE, STAFFING, SUPERVISION AND QA

WASHINGTON	
Staffing and supervisory structure	<ul style="list-style-type: none"> Supervisors take calls if needed. 100 percent supervisory review — each intake must be reviewed by a supervisor before it is sent to the field The intake system is a hybrid, with both regional hotlines and a central intake hotline. The regional hotlines operate during daytime business hours only; the central intake hotline is 24/7. Each region has an after-hours supervisor and field response team to respond to any referrals that are received by central intake outside of daytime business hours.
Use of Technology	<ul style="list-style-type: none"> Avaya Call Management System Staffing management program for 24/7 operations Multiple databases (e.g., state welfare, driver's license, vital statistics) Bar Code program for after-hours data access
Pathways for Referrals	Phone
Calls Recorded?	No
Retention of Recorded Calls	N/A
Purpose of Recorded Calls	N/A
QA processes	<ul style="list-style-type: none"> 100 percent supervisory review Both the intake worker and the supervisor have to document their critical thinking and the rationale for their decision on each report. If a supervisor changes the worker's decision, s/he must address why the decision was changed. Open communication with the field regarding screening decisions Intake Consistency Project — workers can notify the area administrator when they feel that they are getting inconsistent guidelines from different supervisors or across different shifts, so that this can be addressed. Consistent messaging is very important. A statewide comprehensive intake review is conducted every two years. Reviewers do not review intakes from their own region.

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The chart below describes the hiring process for each jurisdiction, including the job description and preferred characteristics for potential hotline screeners.

HIRING

FLORIDA	
Job requirements	<ul style="list-style-type: none"> • Four-year degree • Able to multi-task • Proficient with computer
Child welfare experience required?	No
Preferred applicant characteristics	<ul style="list-style-type: none"> • Social work degree preferred
Hiring process	Applicants must be able to respond “yes” to all pre-qualifying questions, and then are given a skills assessment, which includes a typing test. Writing skills are also assessed by playing a call and having applicants type out their notes and write a concise paragraph from the notes taken. After the call is completed, applicants have 10 minutes to complete their write-up.
Entry- level position?	Yes
Differential benefits?	<ul style="list-style-type: none"> • Developing a telecommuting program (this is a competitive option; staff must meet certain requirements and maintain a certain performance standard) • Shift differential for evening and weekend staff
NEW JERSEY	
Job requirements	<ul style="list-style-type: none"> • Four-year degree • Child Protection and Permanency employees with two years of field experience
Child welfare experience required?	Yes
Preferred applicant characteristics	<ul style="list-style-type: none"> • Expertise in assessing risk and safety • Critical thinking skills

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HIRING

NEW JERSEY	
Hiring process	<p>Applicants are evaluated in their knowledge of:</p> <ul style="list-style-type: none"> • DCP&P policy • Mock screening call • Documentation skills • Technical skills (ability to complete accurate searches and timeliness of completing a mock intake)
Entry- level position?	No
Differential benefits?	Shift differential for second and third shift staff
TENNESSEE	
Job requirements	<ul style="list-style-type: none"> • Four-year degree, same as caseworkers in the field • Typing skills • Writing skills • Ability to multi-task
Child welfare experience required?	No
Preferred applicant characteristics	<ul style="list-style-type: none"> • Social work/criminal justice degree preferred • Child protection/child welfare experience • Customer service skills • Critical thinking skills
Hiring process	Applicants must provide a writing sample and pass a typing test. New hires are initially on probation and may be terminated if they do not successfully pass the training process.
Entry- level position?	Yes
Differential benefits?	<ul style="list-style-type: none"> • Varying shifts available, including some 10-hour shifts (but once assigned to a shift, that is a permanent schedule) • Third shift staff get paid shift differential due to overnight hours.

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HIRING

TEXAS	
Job requirements	<ul style="list-style-type: none"> • Four-year degree (no specified field) • Typing skills
Child welfare experience required?	No
Preferred applicant characteristics	<ul style="list-style-type: none"> • Bilingual English / Spanish speakers are preferred • Knowledge of Texas laws relating to abuse/neglect of children and abuse/neglect/exploitation of elderly and disabled adults • Knowledge of normal child development, the aging process, and family dynamics • Skill in operating a computer terminal • Ability to elicit information relative to the determination of the likelihood of abuse/neglect/exploitation • Ability to empathize with and provide encouragement to clients and their families • Ability to type information into an automated system while conversing with callers over the phone • Ability to wear headsets for phone access
Hiring process	Applicants must first take an online assessment focused on personality traits (contracted through Stark). Applicants who pass are offered an interview, which includes a typing test.
Entry- level position?	Yes
Differential benefits?	<ul style="list-style-type: none"> • Shift differential for evening/weekend staff • Flexible schedules • Possibility of teleworking full or part time (staff must apply for this; it is competitive)

HIRING

WASHINGTON	
Job requirements	<ul style="list-style-type: none"> • One year of experience as a Social Service Specialist 2 <p>OR</p> <ul style="list-style-type: none"> • A bachelor's degree in social services, human services, behavioral sciences or a related field AND three years of paid social service experience <p>OR</p> <ul style="list-style-type: none"> • A master's degree in social services, human services, behavioral sciences or a related field AND two years of paid social service experience (a practicum, within the master's program, may be substituted for one year of paid social service experience) <p>AND</p> <ul style="list-style-type: none"> • One year of the above social service experience must include assessing risk and safety to children, and providing direct family-centered practice services (strengthening and preserving family units)
Child welfare experience required?	Yes
Preferred applicant characteristics	<ul style="list-style-type: none"> • Child welfare experience preferred
Hiring process	Most applicants are internal transfers from the field. External applicants must meet minimum job requirements delineated above. The pre-hiring process includes standardized interview by a panel and a risk assessment/critical thinking test incorporated into a writing exam. Criminal background and reference checks are conducted prior to the offering of a position.
Entry- level position?	No
Differential benefits?	<ul style="list-style-type: none"> • Shift differential for evening/weekend staff • Starting a telework pilot

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The table below describes each jurisdiction’s training program and process for new hires, as well as ongoing training and supervisor training.

TRAINING

FLORIDA	
Length of new hire training	13 weeks
Format of new hire training	<ul style="list-style-type: none"> • Nine weeks are classroom-based • The last four weeks are practicum (in the call center with a trainer)
Content of new hire training	<ul style="list-style-type: none"> • CPS and APS programs • Customer service • Methodology of practice
Frequency of new hire training	Quarterly
Working with limited English callers	<ul style="list-style-type: none"> • Have Spanish-speaking abuse counselors on staff • Language line is available
Measuring skill development	<ul style="list-style-type: none"> • Quizzes are given throughout the training program; there is a test at the end of the CPS course and a test at the end of the APS course, then a final test at the end of training that covers both CPS and APS.
Field follow-up for new hires	<ul style="list-style-type: none"> • After completing training, the workforce manager meets quarterly with the new abuse counselor’s supervisor to discuss progress, known as probationary tracking. • Also starting to develop a follow-up program whereby the training manager meets with all trainees from a training class approximately three months after they have completed training
Tools	<ul style="list-style-type: none"> • Maltreatment manual • Information referral guides • Hotline guides • No script or assessment tool; decisions are based on understanding state statutes

TRAINING

FLORIDA	
Ongoing training	<ul style="list-style-type: none"> • In-service trainings are provided during monthly unit meetings, often based on what the data indicate are areas in need of improvement, or as identified by supervisors. • The hotline training team also offers in-house training sessions that staff can sign up for, typically five sessions per month. • Abuse counselors can request specific training. • Outside providers also provide training as needed, on specialized topics. • Project Hope (see “Retention Strategies” below)
Supervisor training	<ul style="list-style-type: none"> • Supervisors are often promoted from within the hotline. • They must take a two-week training program focused on technology and supervisory skills, then shadow an experienced supervisor.
NEW JERSEY	
Length of new hire training	20 days
Format of new hire training	<ul style="list-style-type: none"> • Onsite training, which includes modeling, 1:1 coaching, and mentoring • There is an increased emphasis on live call training • Candidates spend the final week of training on their assigned shifts
Content of new hire training	<ul style="list-style-type: none"> • Introduction to database, working with SACWIS • Using equipment (phone, computer) • Policies and procedures • Role of the hotline and of the screener • Searching for information • Interviewing skills • How to deal with difficult callers • Active listening • Practicing taking calls and documenting them

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TRAINING

NEW JERSEY	
Frequency of new hire training	As needed. Training sessions occur when new workers are on-boarded.
Working with limited English callers	<ul style="list-style-type: none"> • Language line is available
Measuring skill development	<ul style="list-style-type: none"> • The trainer utilizes quizzes, recorded calls, intake referrals, and live calls handled by the trainer to assess strengths and areas of development. • Trainees complete worksheets that assess safety/risk. • Training mentors evaluate the trainees at the end of each shift to provide feedback to their areas of strengths and areas of development.
Field follow-up for new hires	<ul style="list-style-type: none"> • Supervisors mentor the new screeners and conduct qualitative reviews. • Screeners staff calls with supervisors, providing opportunities for immediate coaching, on-the-spot training, and mentoring. • New staff are paired with a mentor, an experienced staff member who has been identified to assist with training. • All new staff have to confer with a supervisor prior to making a coding determination. • A supervisor has to review and approve all work for new staff.
Tools	<ul style="list-style-type: none"> • “Allegation-based system” guide • Structured decision-making tool • Best practice guides on various topics such as vague physical abuse concerns, inadequate supervision concerns, positive urine screens and non-compliance with substance use treatment plans, and a child death protocol • Guides for completing an intake, completing the history search, and how to manage different customer service issues
Ongoing training	<ul style="list-style-type: none"> • New workers’ training transitions to their assigned supervisor and the worker continues to receive individualized training for staff development. • Screeners participate in the same mandatory trainings as field staff, but trainings are sometimes modified for the hotline staff.
Supervisor training	<ul style="list-style-type: none"> • Supervisors are often promoted from within the hotline; many new hotline supervisors have three to seven years of experience as a screener. • There is a structured training for new supervisors.

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TRAINING

TENNESSEE	
Length of new hire training	Eight weeks
Format of new hire training	<ul style="list-style-type: none"> • Weeks one to six: Classroom-based training, job shadowing • Weeks six and seven: On-the-job training with the trainer • Weeks seven and eight: Trainees take calls on their own, but trainer listens in from his/her desk
Content of new hire training	<ul style="list-style-type: none"> • Introduction to database, working with SACWIS • Policies and procedures • Role of the hotline and of the screener • Child safety • Decision-making tools • Practice referrals, role-play different types of reports (e.g., angry callers, emotional callers, a lot of information versus little information, severe referrals, child death reports)
Frequency of new hire training	Training sessions last about two to three months, depending on the number of trainees; once a training session ends, a new session is offered a week later
Working with limited English callers	<ul style="list-style-type: none"> • Interpreter service is available • Pre-service training includes training on how to work with an interpreter; e.g., slow down, allow time for the interpreter to translate what is being said
Measuring skill development	<ul style="list-style-type: none"> • During training, the trainer uses quizzes, games, and other mini-evaluations to assess strengths and areas in need of improvement. • Trainees must pass two panels at the end of training. The first panel is on policies and decision-making tools; the second is a live call. • If a trainee fails the first panel, the training committee provides further training. • If a trainee fails the second panel, the training committee meets to discuss the deficits and decides whether to provide further training or to terminate the trainee.

TRAINING

TENNESSEE	
Field follow-up for new hires	<ul style="list-style-type: none"> • After completing the pre-service training, trainees are assigned to the service desk, where they receive 1:1 coaching on processing referrals and structuring narratives. • Trainees work with the service desk for up to two weeks before they are assigned to a team; the training coordinator and the service desk team coordinator must approve the trainee's transition to a team. • During the first six months after training, case managers are still on probation. They take the calls but the supervisor or team leader makes the screening decision. Supervisors and the service desk provide additional coaching.
Tools	<ul style="list-style-type: none"> • Scripts, including a separate script for law enforcement • Guides for completing an intake, completing the history search, how to manage different customer service issues (e.g., difficult callers, emotional callers) • Decision-making tool: Based on the information available, the tool guides staff to determine which response track is appropriate
Ongoing training	<ul style="list-style-type: none"> • Once a month, 30-minute trainings are included during each team's meeting. • Voluntary training sessions are offered throughout the year for staff. • Supervisors hold monthly performance briefings and set up additional training for staff as needed. • Some mandatory trainings are Web-based but most trainings are in person.
Supervisor training	<ul style="list-style-type: none"> • External hires: 14-week training program • Internal promotion: three- to four-week supervisor training that includes management and how to handle screening reconsiderations. The department also provides a supervisor training program.

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TRAINING

TEXAS	
Length of new hire training	Seven weeks
Format of new hire training	<ul style="list-style-type: none"> • Orientation; 16 days of classroom training; remaining time is on-the-job training in the call center
Content of new hire training	<ul style="list-style-type: none"> • Using equipment (phone, computer) • Using SACWIS (IMPACT) • Searching for information • Interviewing skills • How to deal with difficult callers • Active listening • Listening for “red flags” for abuse/neglect • Understanding the laws related to each program (CPS, APS, Licensing) • Practicing taking calls and documenting them • During field training, new hires are paired with training specialists to take calls, tapering the level of supervision until the new screener is able to perform independently.
Frequency of new hire training	Every six to eight weeks, limit of 14 people per class
Working with limited English callers	<ul style="list-style-type: none"> • No specific training; some intake staff speak Spanish and there is a dedicated Spanish queue • Language line is available
Measuring skill development	<ul style="list-style-type: none"> • Different skills and tasks are graded, using the “Engage Coach” system (transitioning to Verint, Winter 2017) • Performance Improvement reviews by PI and Training staff
Field follow-up for new hires	<ul style="list-style-type: none"> • Paired with a tenured staff “mentor” for 4-12 weeks post-training • Focused skill development program — 1:1 training on specific issues, at supervisor’s request • New staff initially consult with supervisors on all contacts, until released

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TRAINING

TEXAS	
Tools	<ul style="list-style-type: none"> • Job aides such as interview quick reference guide, formatting narratives, jurisdiction chart, interview questions by topic areas • Assessment tool • Intake guidelines
Ongoing training	<ul style="list-style-type: none"> • Six to seven in-person, instructor-led courses are offered during the year • Online trainings are also available • Topics include, for example, suicide intervention, handling conflict, family law, human trafficking, special needs • Online certification courses are available for staff who want to move up the career ladder (Levels 1-4)
Supervisor training	In addition to required agency training for supervisors, online SWI Supervisor Basic Skills Development training is required, approximately 15 hours
WASHINGTON	
Length of new hire training	<ul style="list-style-type: none"> • Formal training: two days • Training plans for less experienced new hires include shadowing, supervisor mentoring, an online training regimen, and one year of probation
Format of new hire training	<ul style="list-style-type: none"> • Formal training: classroom-based • Informal training: in the call center with the direct supervisor and experienced peers
Content of new hire training	<ul style="list-style-type: none"> • Formal training: no information • Informal training: reviewing policies and procedures, navigating FamLink (SACWIS), shadowing and practicing calls with supervision
Frequency of new hire training	Quarterly
Working with limited English callers	<ul style="list-style-type: none"> • Have one Spanish-speaking intake screener on staff • Language line is available

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WASHINGTON	
Measuring skill development	No information
Field follow-up for new hires	<ul style="list-style-type: none"> Supervisors provide strengths-based coaching. New staff are paired with experienced staff
Tools	<ul style="list-style-type: none"> Script Structured decision-making tool Sufficiency response manual Policy manual
Ongoing training	<ul style="list-style-type: none"> Ongoing training is available throughout the year. When new policies/procedures are rolled out, staff and supervisors are trained together.
Supervisor training	<ul style="list-style-type: none"> Most supervisors are promoted from within the hotline. There is a Supervisor Academy (for all new supervisors) and an Intake Supervisor Academy.

Support and retention strategies used in each jurisdiction are described in the following table.

RETENTION

FLORIDA	
Supports available post-critical incident	<ul style="list-style-type: none"> Employee Assistance Program is available Recently had a resiliency training, by an outside provider
Retention strategies	<p>Project Hope is a yearlong professional development opportunity for staff. Staff must apply to the program, and each annual cohort is capped at 10 members. The program is broken into four quarters and focuses on areas such as supervision, data, quality assurance, community engagement, and learning about the agency on a macro level. Graduates of Project Hope gain more skills and many are promoted, but graduating is not a guarantee or requirement for promotion.</p>

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NEW JERSEY	
Supports available post-critical incident	<ul style="list-style-type: none"> • Staff are able to come off the phone line after a difficult call so they have time to process or for self-care. • “worker2worker” peer support program is also available
Retention strategies	Career ladder
TENNESSEE	
Supports available post-critical incident	<ul style="list-style-type: none"> • Employee Assistance Program is available • Rooms are available if staff need to take some time to decompress/process a difficult call; supervisors are always available for support. • Pre-service training includes difficult calls so that new staff are more prepared for those scenarios.
Retention strategies	<ul style="list-style-type: none"> • Focus on improving supervisor-staff engagement • Varying schedules, to provide flexibility for staff • “We Care” committee meets quarterly to discuss workforce topics (e.g., burnout, motivation) and plan morale boosters (e.g., holiday potlucks, costume day, gestures of appreciation). • Monthly employee newsletter, written by case manager, provides opportunity to recognize birthdays, anniversaries, employee accomplishments • CQI group, made up primarily of case managers and some supervisors, develops ideas to improve work-related processes and procedures.

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TEXAS	
Supports available post-critical incident	<ul style="list-style-type: none">• Employee Assistance Program available for immediate onsite support• Monthly critical stress debriefing with an onsite therapist• Monthly therapy dog program• Several decompression rooms with comfortable seating, low lighting
Retention strategies	Retention workgroup meets annually to develop ideas to propose to management (e.g., therapy dog program, teleworking).
WASHINGTON	
Supports available post-critical incident	<ul style="list-style-type: none">• Employee Assistance Program is available• Informal practices such as paying close attention to stress levels
Retention strategies	Creating a positive, strengths-based culture

1 To learn more, see the companion issue brief, [How do some states hire, train, and retain their hotline intake screeners?](#) on [Questions from the field](#).

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