

# Job Redesign

## LOUISIANA DEPARTMENT OF CHILDREN AND FAMILY SERVICES

During the needs assessment process, the QIC-WD developed a [theory of change](#) in collaboration with the Louisiana Department of Children and Family Services (DCFS). Through a series of steps and causal links, a theory of change provides a roadmap to address the root causes of an identified workforce problem and describes how and why changes are expected to lead to the desired outcomes. The needs assessment identified high worker turnover as a key challenge for DCFS, with the following key [root causes](#):

- the workload was unmanageable and there were too many tasks to be performed
- supervisors and managers were working out of level (performing tasks not directly related to their job description) due to the high number of vacant staff positions and amount of work to be done
- due to budget cutbacks, the agency had lost the clerical staff positions it had historically used to support field work, further compounding the workload for frontline staff.

The following *assumptions* were made during the formation of the theory of change:

- People leave because they are overwhelmed
- Reducing the workload will make the job manageable (if people stay in their level, their workload will be manageable)
- The essential tasks of a child welfare specialist's work can be defined
- People have the competency to function at their level (knowledge, skills, abilities, adequate training)
- Redesigning the work will increase competency development opportunities (staff will have time to take advantage of existing or new training opportunities)
- If workload is reduced, people will be less stressed and will then perform better on their job
- A healthy organizational environment exists that will support the change

The theory of change was developed by the [implementation team](#) with the QIC-WD's facilitation, and was informed by the root causes of turnover, the research literature on job redesign and the implementation team's input. The resulting theory of change was used to guide the development of the job redesign intervention, and as a framework for the [evaluation](#).

The following image depicts the theory of change.

**The Louisiana Implementation Team will redesign the job of a child welfare specialist**

SO THAT



**The work to be done optimally fits available resources**

SO THAT



People work within their level



Job duties better match staff knowledge, skills abilities and interests

SO THAT



The array of tasks performed is specific to their role



Staff feel more self efficacious about their work with families

SO THAT



Workload is manageable



Tasks are completed to achieve outcomes for children and families

SO THAT



Worker stress levels are tolerable



Case practice is improved

SO THAT



Undesirable turnover is reduced



**Child and family outcomes are improved**

