

Assessment Tool for Recruitment Programs



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*Funded through a Cooperative Agreement with the Department of Health and Human Services,
Administration for Children and Families, Children's Bureau, Grant #90CQ0001.*

Recruitment Program Assessment Tool



Definition

Assessment is a critical analysis of how a State and/or local site is functioning in relation to its recruitment responsibilities, methods, collaborations, systems of parent support, evaluation and accountability. This critique is aimed at determining what is working and what is not working and identifying resource gaps and redundancies. Internal analysis can be most effective when stakeholders are actively involved.

Disclaimer

AdoptUSKids has summarized and categorized recruitment guidelines from promising practices, the Children's Bureau and ACF CFRs. These guidelines have been put into a more user-friendly format that may be used to assess an agency's recruitment planning and implementation process(s). *AdoptUSKids* does not intend to imply that this summary is all-inclusive or that any individual assessment factor is a specific federal requirement. This is an assessment tool to help guide your internal analysis.

Why This is Important

Child and Family Services Plan requirements criteria and CFRs Indicators related to recruitment suggest many factors that need to be addressed to have a complete plan. To focus your State's assessment process, *AdoptUSKids* has organized promising practices, the Children's Bureau guidelines and CFRs requirements into five categories. Consider each of these in your analysis of your recruitment program's strengths and weaknesses. The categories are:

1. Establishing a foundation for effective recruitment
2. Assessing organizational capability
3. Recruitment initiatives and materials
4. Recruitment related services to parents from initial inquiry to placement
5. Tracking and evaluation

Your agency, no doubt, will have priorities and requirements focusing on your unique circumstances. Those requirements can be combined with the Federal guidelines to assess the whole picture.

Assessment helps the State:

- To understand and determine what areas are most important for the State to work on to get better recruitment results and
- To weigh strengths and areas needing improvement relative to promising practices, the Children’s Bureau’s criteria for “Exemplary Title IV-B Plan Requirements” (Child and Family Services Plan) and CFSR requirements

Suggested Assessment Process and Tools

Step A—Do the Assessment

- It is recommended that your recruitment planning team review and rate the agency’s current performance on each factor in five different categories. This can be done either in a group or individually.
- Ratings will be on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).
- The recruitment planning team will come to a consensus on these ratings.

Step B—Prioritize Your 1’s and 2’s

- Use the problem prioritization worksheet to prioritize the items needing improvement. These are the items having a rating of 1 or 2 from Step A.
- This tool shows 4-quadrant grid that can be used to classify items into importance and ease of accomplishment, see page 9 of this booklet.

Step C—Clarify and List the Most Important/Critical Issues Needing Work

- Review the items falling into quadrants A and B on the problem prioritization grid.
- Select a manageable number from quadrant C that are most important and critical to the agency’s success. Note: assigning too many C’s can overwhelm the organization, and nothing will get done.
- Re-state each issue in a clear and succinct manner, preferably in only one or two sentences.

Step D—List the Agency’s Strengths

- Categorize the items having a rating of 4 or 5 as strengths. This list will be important when constructing solutions.

Step E—Next steps

- This is where the agency will need to decide what it will do next. There will be a combination of short-term and long-term solutions needing consideration. The agency should weigh internal and external opportunities and threats before moving onto establishing objectives, strategies and action plans. See Section Five Recruitment Work Plan Booklet for definitions and additional information.

Step A. Complete Assessment in Five Categories

1. Establishing a Foundation and Policies for Recruitment

1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree			
	Statement/Factors	Source/Reference	Rating
1.1	The agency provides for the diligent recruitment of potential foster and adoptive families that reflects the ethnic and racial diversity of children in the State for whom foster and adoptive families are needed.	MEPA, IEPA ICWA	
1.2	The agency involves its stakeholders (community agencies, resource parents, and communities of color) and Indian tribes in developing the recruitment section of its Child and Family Services Plan (CFSP) and/or other recruitment planning.	CFSR-IX- 38	
1.3	The agency has a statement of philosophy and beliefs related to recruiting parents and has communicated these to staff, parents and the community.	NC	
1.4	The agencies policies and procedures do not discriminate against parents based on race, ethnicity, gender or marital status.	MEPA, IEPA ICWA	
1.5	The agency’s recruitment efforts are guided by objectives and outcomes established for total adoption and foster care programs.	NC	
1.6	The agency has current data on the age, ethnic background and the needs of the children who require care in its jurisdiction.	CFSP	
1.7	The agency has a good reputation in the community, including communities of color.	NC	
1.8	The State agency provides leadership and support to local sites in recruitment efforts.	NC	
1.9	The agency’s licensing standards ensure safety and protection for children and are applied uniformly to relative and non-relative families.	CFSR X 44	
1.10	Agency policies and procedures support foster parent adoption, e.g., subsidy payments and procedures.	NC	
1.11	The agency identifies policies and procedures that are barriers to recruitment and licensing of foster parents and adoptive parents and actively works to remove those barriers.	CFSR X 44	
1.12	Supports, relationships and policies are in place to support staff in making inter-jurisdictional placements.	CFSR X 44	
Reference codes: CFSP = Exemplary Title IV-B Recruitment elements CFSR + Systemic Factor #, Item # NC = Necessary Components of Effective Recruitment			

2. Organizational Capability

1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree			
	Statement/Factors	Source/Reference	Rating
2.1	The agency's recruitment budget is adequate and allocated to areas of need, geographically and functionally, to result in licensed or approved families.	NC	
2.2	The agency links foster care and adoption services in planning, implementing and preparing recruited parents to become foster/adoptive parents.	NC	
2.3	Staff at the State level are sufficient and are given clear assignments to assist with planning and providing support to local site recruitment efforts.	NC	
2.4	Sufficient numbers of staff are available to do recruitment and necessary follow up to prepare parent(s) to adopt and foster.	CFSR X 45	
2.5	The agency staff are adequately trained to prepare and assess children and families for fostering and adopting and to provide support to families.	CFSR VII 32	
2.6	The agency involves experienced foster and adoptive parents in its recruitment, pre-service training and prospective family support activities.	NC	
2.7	The agency collaborates with foster and adoptive parent associations in recruitment planning and implementation.	NC	
2.8	The agency collaborates with community based leaders, institutions and organizations to help with recruitment efforts.	NC	
2.9	The agency has a good reputation with foster and adoptive parents and parent groups and the community.	NC	
2.10	Agency procedures and practices are congruent with cultural and social values of the target population(s).	NC	
2.11	The agency has the ability to contract with other States for services in interjurisdictional placements.	NC	
2.12	The agency collaborates with other private child welfare agencies in planning and implementing its recruitment efforts.	NC	
2.13	When the agency has performance based contracts with private organizations to perform recruitment functions, it monitors these for outcomes and effectiveness in meeting needs.	NC	
2.14	The agency has good contacts and support from the media in its recruitment efforts.	NC	

3. Recruitment Efforts and Materials

1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree			
	Statement/Factors	Source/Reference	Rating
3.1	The agency's recruitment efforts and materials are designed to help potential parents understand initial critical information about fostering and adopting. They include:	IV-B	
3.1a	• Characteristics and needs of the available children.	IV-B	
3.1b	• The nature of the foster care and adoption processes.	IV-B	
3.1c	• Information on supports available to foster and adoptive parents.	IV-B	
3.2	The agency's recruitment strategies are comprehensive and varied, utilizing a variety of media and print materials.	IV-B	
3.2a	• The agency uses general and targeted child specific recruitment methods.	IV-B	
3.2b	• The agency uses regular newspaper recruitment columns.	IV-B	
3.2c	• The agency uses ongoing television programs to feature children.	IV-B	
3.2d	• The agency works with reporters and editors to stimulate relevant news and feature articles.	IV-B	
3.2e	• The agency distributes recruitment materials throughout targeted communities.	IV-B	
3.3	The agency has current data related to the demographics of the children who need care and the families who are most likely to foster and adopt.	NC	
3.4	The agency informs media of national recruitment initiatives and public service announcement campaigns and explores with media how these efforts can be optimized.	NC	
3.5	The agency uses available resources, including National and State adoption exchanges, to place children in other jurisdictions.	CFSR X 44	
3.6	The agency's recruitment materials and messages reflect the needs of the children who require foster and adoptive care.	NC	
Reference codes: CFSP = Exemplary Title IV-B Recruitment elements CFSR + Systemic Factor #, Item # NC = Necessary Components of Effective Recruitment			

4. Recruitment-Related Services to Parents from Initial Inquiry to Placement

1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree			
	Statement/Factors	Source/Reference	Rating
4.1	The agency has accessible locations for recruitment and pre-service training services.	NC	
4.2	The agency has hours of service that accommodate access by all members of the community.	NC	
4.3	The agency has sufficient phone service to provide recruited families with direct access to agency staff and the agency does not screen people out over the phone.	NC	
4.4	Agency staff, who are charged with recruiting, preparing and assessing families, respond promptly and with a welcoming approach to families who can become resources for children.	NC	
4.5	Agency staff prepare a child/youth awaiting adoption and/his or her caretakers for child specific recruitment efforts that will affect them directly.	NC	
4.6	The agency provides pre-service training for foster and adoptive parents.	CFSR VII 34	
4.7	The agency has supports available to staff to guide them in making difficult and unbiased decisions about parents, e.g., peer teamwork, consultation and/or other supports.	NC	
4.8	The agency involves experienced foster and adoptive parents in its recruitment, pre-service training and prospective family support activities.	NC	
4.9	The agency effectively manages the requirement for criminal background clearances on all foster and adoptive parents.	CFSR X 44	
4.10	The agency's policies, procedures and approach to potential parents are culturally sensitive.	NC	
4.11	The agency is effective in minimizing time from inquiry to placement, while maintaining a quality and customer friendly process.	Promising Practice	
4.12	The agency has an effective process for supporting prospective families throughout the process from initial inquiry through placement.	NC	
4.13	The agency provides parents with written and accurate information about the children who need care, the role of the foster and adoptive parents and agency policies and procedures.	Promising Practice	

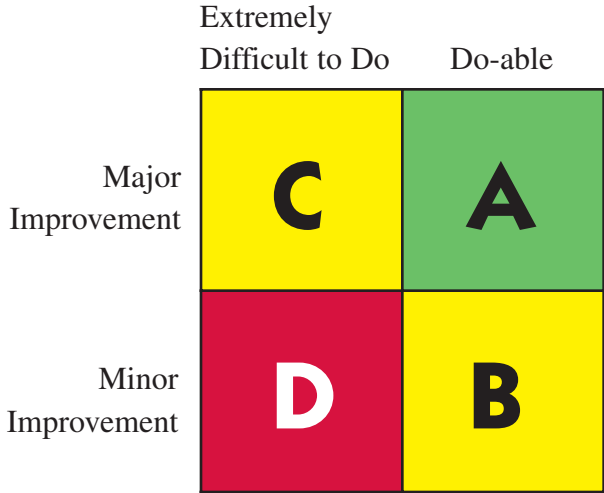
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5. Tracking and Evaluation

1 Strongly Disagree 2 Disagree 3 Neither Agree nor Disagree 4 Agree 5 Strongly Agree			
	Statement/Factors	Source/Reference	Rating
5.1	Specific recruitment efforts and projects are regularly evaluated to determine their effectiveness.	NC	
5.2	The evaluation includes data regarding how many families actually become foster and adoptive parents.	NC	
5.3	The agency monitors the supply of homes relative to children in care needing placement and targets its recruitment to fill identified gaps.	CFSR X 44	
5.4	The agency tracks the flow of prospective parents from initial call through placement.	Promising Practice	
5.5	The agency is effective in recruiting, licensing and retaining the number and diversity of foster and adoptive families needed to care for its children in foster care.	CFSR X core question	
5.6	The agency conducts regular satisfaction surveys of prospective and licensed/approved families to determine its effectiveness in providing services and how services can be improved.	Promising Practice	
5.7	Continuous program improvements are made based on evaluation data and results.	Promising Practice	
Reference codes: CFSP = Exemplary Title IV-B Recruitment elements CFSR + Systemic Factor #, Item # NC = Necessary Components of Effective Recruitment			

Step B. Problem Prioritization Worksheet

The problem prioritization grid is useful for sifting through and prioritizing ideas based on their impact and amount of effort to accomplish. It is helpful in determining which items are best to work on first. These become the critical issues.



List all of the type A and B items together for quick action	List all of the type C items here for more in-depth planning

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