



VERMONT FAMILY SERVICES

Vermont's Family Services Division (FSD) is a state-administered child welfare system with approximately 450 employees serving children and families across 12 districts. A Workforce Development Director position was created in 2023, signaling an intentional commitment to recruitment, retention, and staff well-being. As a QIC-WA site, FSD seeks to leverage available workforce data to better understand the drivers of turnover and identify strategies most likely to improve recruitment, enhance staff satisfaction, and strengthen long-term retention.

PROJECT GOAL

Strengthen workforce retention and job satisfaction within Vermont's FSD through an evidence-informed wellness campaign that promotes employee well-being.



"Our primary workforce development goal in partnering with QIC-WA is to positively impact work satisfaction and retention so that we can achieve better outcomes for both families and our workforce. That is a relationship you cannot divide." – Vermont FSD Leader

KEY FINDINGS

QIC-WA partnered with Vermont FSD to conduct a comprehensive assessment of workforce strengths and challenges. Findings reflect themes identified through data review, stakeholder engagement, and information provided by the Division and the Department of Children and Families.

- The majority of staff who leave report lack of work-life balance and burnout as primary reasons.
- As a small state system, even minor shifts in staffing affect workload distribution and leave-taking behavior.
- Employees report difficulty taking accrued leave due to workload and concern about team impact.
- Exit, vacancy, and recruitment data are available and can be leveraged within workforce analytics to support leadership decision-making.

LESSONS LEARNED

- Leaders consistently noted that staff strain and turnover disrupt team stability and may affect consistency in service delivery.
- Encouraging sustainable leave-taking and reducing workforce strain requires supervisory tools, workload planning, and visible leadership commitment.

NEXT STEPS

- Engage staff and key stakeholders to inform the design of a data-driven wellness campaign.
- Develop core wellness program components aligned with national frameworks.
- Identify measurable indicators to assess impact on leave usage, retention, and workforce satisfaction.