

Interagency working in recruitment and retention

Organisation(s):	Tusla Child and Family Agency (Tusla)	
Country:	Ireland	
Contact:	policy@esn-eu.org	
Theme: <i>Choose at least one option</i>	<input type="checkbox"/> Ageing & Care <input type="checkbox"/> Asylum & Migration <input checked="" type="checkbox"/> Young People <input checked="" type="checkbox"/> Support for Children & Families <input type="checkbox"/> Community Care <input type="checkbox"/> Integrated Care & Support <input type="checkbox"/> Co-Production <input type="checkbox"/> Disability <input type="checkbox"/> Housing & Homelessness <input type="checkbox"/> Artificial Intelligence <input type="checkbox"/> Digitalisation <input checked="" type="checkbox"/> Quality Care	<input checked="" type="checkbox"/> Labour Market Inclusion <input type="checkbox"/> Social Inclusion <input type="checkbox"/> Technology <input type="checkbox"/> Workforce and Leadership <input type="checkbox"/> Social Benefits <input type="checkbox"/> EU Funding <input type="checkbox"/> Social Service's Resilience <input type="checkbox"/> Mental Health <input type="checkbox"/> Person-Centred Care <input type="checkbox"/> Research & Use of Evidence <input type="checkbox"/> Other, please specify:
Principles of the European Pillar of Social Rights: <i>Check the 20 principles here.</i>	<input checked="" type="checkbox"/> 1. Education, training, life-long learning <input type="checkbox"/> 2. Gender equality <input type="checkbox"/> 3. Equal opportunities <input type="checkbox"/> 4. Active support to employment <input type="checkbox"/> 5. Secure and adaptable employment <input type="checkbox"/> 6. Fair Wages <input type="checkbox"/> 7. Transparent employment conditions <input type="checkbox"/> 8. Social dialogue <input type="checkbox"/> 9. Work-life balance <input type="checkbox"/> 10. Healthy, safe work environment	<input type="checkbox"/> 11. Childcare and child support <input type="checkbox"/> 12. Social protection <input type="checkbox"/> 13. Unemployment benefits <input type="checkbox"/> 14. Minimum income <input type="checkbox"/> 15. Old age income and pensions <input type="checkbox"/> 16. Health care <input type="checkbox"/> 17. Inclusion of people with disabilities <input type="checkbox"/> 18. Long-term care <input type="checkbox"/> 19. Housing and assistance to homeless <input type="checkbox"/> 20. Access to essential services
Current status of the practice:	<input type="checkbox"/> Concept and Design Phase <input type="checkbox"/> Testing or pilot phase <input type="checkbox"/> Temporary practice that has terminated <input type="checkbox"/> Temporary practice that is ongoing and has a termination date <input checked="" type="checkbox"/> Established and ongoing practice <input type="checkbox"/> Scaling Up and Transformation Phase <input type="checkbox"/> Other (please specify)	
Context/ Social issues addressed <i>Please explain the problem you attempt to solve.</i>	There is a lack of social workers to fill vacancies in children's and families' child protection services in Ireland. Tusla requires 200+ replacement social workers each year and employs approximately half of the total social workers in Ireland. Social Work is also an expanding profession with more professionalisation and a need for assessing allegations of harm in	

	<p>older people and disabilities. Currently, Ireland only produces approximately 250 social workers each calendar year.</p>
<p>Objectives: Please provide a maximum of three objectives in bullet points.</p>	<ol style="list-style-type: none"> 1. To form a coalition of employers and Ministries to highlight this need. 2. Create more routes into social work to expand the possible entrants without reducing the graduates' standard of education or work. 3. Increase retention rates of the current groups of trained social workers.
<p>Activities: Please summarise the activities put in place to achieve the objectives (maximum 200 words).</p>	<ul style="list-style-type: none"> • A dedicated Retention Team was appointed in Q2 2022 with an agenda to learn from employees' experiences to gain an understanding and make improvements or changes to provide a positive experience for all. • Employee Engagement Survey: A Pulse Survey with a target uptake of 20% was launched in November 2023 with a view to re-engaging with staff and keeping communications live and current. Planned engagement with the operational system in January 2024 and re-focus on priority areas. • There is also a new induction initiative for more than 200 students in Tusla over the year, along with coordination and support for practice teachers. Follow-up jobs are available in the summer for students or part-time work during the year. • Recruitment from abroad is taking place, and social workers were removed from a list of prohibited recruitment from abroad. • The National Traveller and Roma Integration Strategy (NTRIS) supports the education of an underrepresented group by providing paid summer employment for student years and a job for the first three years post-employment. • Support for new social work courses, starting in 2019, another in 2022, a third due in 2024, and a new pathway to social work, the apprenticeship route, also in 2024. • Support social care workers in returning to education and qualifying as social workers through a university abroad that offers distance learning.
<p>Evaluation of practice: Please explain how you evaluate the practice, and what the results were/are so far</p>	<p>The retention rate is monitored through our Human Resources Pulse survey, which continues to be conducted; the first follow-up was completed in 2024.</p> <ul style="list-style-type: none"> • Support and coordination for practice teachers have recruited 300 new teachers in Tusla, and the number of new graduates coming to Tusla has increased from 125 in 2022 to 152 in 2023 and 175 in 2024. • Numbers recruited from abroad are tracked from 0 in 2023 to 10 in 2024. • The NTRIS programme has supported 11 students, with 3 moving to full-time employment. • New social work courses have created 90 additional university places for studying social work. • Tusla has also supported 10 social care graduates to return to education and train as social workers each year in 2022 and 2023 and will also do so in 2024, resulting in the first graduates in 2024 of ten social workers committed to working for Tusla for three years. • Some initiatives, like supporting a period of adaptation for workers from abroad, have not been successful, resulting in more work for supervision and support, with 5 supported and 2 resulting in social workers working in Tusla.
<p>Links to supporting documents: e.g. website or report of the practice</p>	<p>Tusla People strategy https://www.tusla.ie/peoplestrategy/</p> <p>Apprenticeships https://www.tusla.ie/apprenticeship/</p> <p>Tusla Corporate Plan 2024 – 2026 https://www.tusla.ie/uploads/content/TUSLA - Corporate Plan 2024.pdf</p>

<u>Comments and tips</u> <i>i.e. for people willing to use your Practice</i>	Engagement with education and employment partners is essential along with support from government ministries. Also internally in our agency our Human Resources developed a People Strategy which set a direction and with co working from our Operational Team we were able to work together and achieve the objectives above. Working together was essential.