

**15 - Staff Survey for Sites Testing Employment Intervention**

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## SECTION i. INTRODUCTION

The Building Bridges and Bonds (B3) evaluation, funded by the U.S. Department of Health and Human Services, Administration for Children and Families (ACF), is examining the effectiveness of programs that are or are like Responsible Fatherhood programs. The purpose is to provide information to practitioners and policymakers within multiple levels of government about promising strategies for working with fathers. ACF has contracted with MDRC to complete the evaluation.

The length of this survey is different for different people, but on average it should take less than [40] minutes. Your participation in this survey is important because we want to ensure voices of staff at programs such as [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE] are heard. Your responses will be kept private to the extent permitted by law and used only for research purposes. They will be combined with the responses of other staff and no individual names will be reported.

Participation in the survey is completely voluntary. There are no known risks of participating in this survey, except that you may feel uncomfortable answering some questions in the survey. You can refuse to answer those questions if you wish.

If you have any questions about the survey, please do not hesitate to contact MDRC. You can reach MDRC by calling 1-xxx-xxx-xxxxx or emailing xxxxxxx@mdrc.org.

Thank you for completing this survey.

Before starting the survey, please read and answer the statement below.

### THE PAPERWORK REDUCTION ACT OF 1995

This collection of information is voluntary and will be used to learn about the effects of parenting and employment services for fathers. Public reporting burden for this collection of information is estimated to average 40 minutes per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for this information collection is 0970-0XXX and the expiration date is XX/XX/XXXX. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Erika Lundquist; 16 E 34<sup>th</sup> St, MDRC, 19<sup>th</sup> Floor, New York, NY 10016; Attn: OMB-PRA (xxxx-xxxx).

- i1. I have read the introduction and understand that the information I provide will be kept private to the extent permitted by law and used only for research purposes. My responses will be combined with the responses of other staff and no individual names will be reported.
- I agree with the above statement and will complete the survey.....1
  - I do not agree with the above statement and will not complete the survey.....0    END SURVEY

i1=1

REQUIRED

i2. Do you currently work for [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE]?

Select one only

- Yes, I work for [PREFILL NAME OF B3 ORGANIZATION].....1
- No.....0   END  
SURVEY
- Don't know.....d   END  
SURVEY
- Decline to answer.....r   END  
SURVEY

**Module A: Staff Background**

A1. When did you start working at [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE]?

\_\_\_ \_\_\_ month \_\_\_ \_\_\_ \_\_\_ year [programming note: 2 digit month, 4 digit year]

Don't Know

Decline to answer

A2. We would like to know more about your previous work and life experiences. Please indicate the number of years' experience you had in each of the following activities before coming to work for [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE]. If you did not have any experiences with any activity then mark it as zero (0).

[programming note: require at least 1 digit response for each item on list; allow maximum of 2 digit response; randomize list]

	Prior experience...	years of experience before coming to [B3 ORG]		
a.	...working with fathers?			
b.	...working in a fatherhood program?		Don't know	Decline to answer
c.	...providing parenting and/or fatherhood education?		Don't know	Decline to answer
d.	...providing healthy relationship education?		Don't know	Decline to answer
e.	...helping individuals prepare for or obtain employment?		Don't know	Decline to answer
f.	...providing referrals?		Don't know	Decline to answer
g.	...helping individuals apply for benefits or to participate in services?		Don't know	Decline to answer
h.	...working with other organizations on behalf of a participant?		Don't know	Decline to answer
i.	...work with employers on behalf of individuals		Don't know	Decline to answer
j.	...providing services that use cognitive behavioral techniques?		Don't know	Decline to answer
k.	...providing mental or behavioral health services?		Don't know	Decline to answer
l.	...using motivational interviewing?		Don't know	Decline to answer
m.	... as minister/pastor/other clergy		Don't know	Decline to answer
n.	...recruiting or enrolling		Don't know	Decline to

	participants into a voluntary program?			answer
o.	...managing or supervising staff?		Don't know	Decline to answer
p.	...providing financial education?		Don't know	Decline to answer
q.	...working with parolees?		Don't know	Decline to answer
r.	...working in pre-release programs?		Don't know	Decline to answer
s.	...working with the child welfare system?		Don't know	Decline to answer
t.	...working with the child support system?		Don't know	Decline to answer

### Module B: Staff Roles and Responsibilities

The next questions ask about your role within [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE].

B1. How many hours do you work in a typical week? Indicate the number of hours you actually work. If you work more than your scheduled hours, please list all the hours you actually work. Round to the nearest whole hour.<sup>1</sup>

[programming note: set maximum number of hours to 80]

\_\_\_ \_\_\_ [programming note: 2 digits maximum]

Number of Hours

Don't Know

Decline to answer

B2. Thinking about the past three months, how often have you had responsibilities that were more than you could handle effectively?

All of the time

Most of the time

Some of the time

None of the time

Don't Know

Decline to answer

B3. Do you carry a caseload of a specific group of fathers with whom you stay in regular<sup>2</sup> contact?  
[programming note: mandatory question]

Yes

No → SKIP to B4

Don't Know → SKIP to B4

Decline to answer → SKIP to B4

B3a. On average, how many fathers are on your caseload?

\_\_\_\_\_ (fill in number) [programming note: require at least 1 digit; maximum 3 digits]

Don't Know

Decline to answer

B3b. On average, what percentage of your caseload do you consider active or have regular contact with?

\_\_\_\_\_ % (fill in)

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<sup>1</sup> PACE staff survey

<sup>2</sup> Note: will define "regular" after learning more about programs in study

B4. We'd like to learn about your job responsibilities. In a typical work week, what do you spend most of your time doing? Check up to 3 responses. [programming note: allow maximum of three items checked]

- Recruitment
- Intake/assessment
- Supporting individual fathers
- Meeting with a father and his family members
- Teaching or facilitating sessions or workshops with fathers
- Preparing for sessions or workshops
- Completing paperwork or MIS data entry
- Attending staff meetings
- Other, \_\_\_\_\_ (allow fill in for other response)

B5. Now we'd like to ask more specifically about how you spend your time at [PREFILL NAME OF B3 ORGANIZATION FROM DATABASE] and the percentage of your time you spend on the following activities in an average workweek.<sup>3</sup> If you did not spend time on an activity then mark it as zero (0).

[programming note: allow 1 to 3 digit responses]

		percentage of time in a typical week you spend on this activity		
a.	Conduct outreach to recruit potential program participants		Don't know	Decline to answer
b.	Screening and intake potential participants for program eligibility		Don't know	Decline to answer
c.	Supporting individual fathers' participation		Don't know	Decline to answer
d.	Help participants get support from other organizations		Don't know	Decline to answer
e.	Support participants working through life challenges		Don't know	Decline to answer
f.	Provide parenting and/or fatherhood education		Don't know	Decline to answer
g.	Help participants prepare for or obtain employment		Don't know	Decline to answer
h.	Work with employers on behalf of participants		Don't know	Decline to answer
i.	Provide mental or behavioral health support		Don't know	Decline to answer
j.	Communicate with other organizations on behalf of participants		Don't know	Decline to answer
k.	Manage or supervise other individuals at your organization		Don't know	Decline to answer
l.	Train other staff at your		Don't know	Decline to answer

<sup>3</sup> 2010 National Survey of Collect Graduate Old Cohort- tailored for PACT



	organization.			
m.	Professional development or continued education		Don't know	Decline to answer
n.	Staff meetings or peer to peer support		Don't know	Decline to answer
o.	Provide healthy relationship education		Don't know	Decline to answer
p.	Provide financial education to participants		Don't know	Decline to answer
q.	Other activities not listed		Don't know	Decline to answer

B6. Do you remind fathers of upcoming meetings or workshops?

- Yes
- No [SKIP TO B9]
- Don't know [SKIP TO B9]
- Decline to answer [SKIP TO B9]

B7a. How do you determine who to contact?

\_\_\_\_\_ [free text]

B7b. What method do you primarily use to give reminders? Check up to 3 responses.

- Letters
- Flyers
- Emails
- Text Messages
- Phone Calls
- In Person
- Other
- Don't know
- Decline to answer

B8. How much of your case load do you typically reach out to in a week?

- Less than half
- About half
- More than half
- All
- Don't know
- Refused

B9. Have you received training in the past six months about the work you are doing with fathers?

- Yes
- No
- Don't Know
- Decline to answer

**Module C: Organizational Structure/ Leadership**

*The next questions ask about your organization.*

C1. Please read the following statements and indicate the degree to which you disagree or agree with them.

[programming note: randomize order of items]

		Strongly Disagree	Disagree	Uncertain	Agree	Strongly agree	Don't know	Decline to Answer
a.	My job role is clearly defined.	1	2	3	4	5	8	9
b.	I have a good relationship with [PREFILL NAME OF B3 ORG] management	1	2	3	4	5	8	9
c.	Management in [PREFILL WITH NAME OF B3 ORG] fully trust my professional opinion <sup>4</sup>	1	2	3	4	5	8	9
d.	Facilities here are well suited for programmatic activities.	1	2	3	4	5	8	9
e.	The [PREFILL NAME OF B3 ORG] operates with clear goals and objectives. <sup>5</sup>	1	2	3	4	5	8	9
f.	The organization's leadership is committed to the success of [PREFILL NAME OF B3 ORG]	1	2	3	4	5	8	9
g.	Keeping fathers engaged in program	1	2	3	4	5	8	9

<sup>4</sup> B11-B21 are from the TCU Organizational climate and culture survey (with some adaptations)

<sup>5</sup> TCU

	services is a challenge for the [PREFILL NAME OF B3 ORG]							
h.	[PREFILL NAME OF B3 ORG] is an effective program. <sup>6</sup>	1	2	3	4	5	8	9
i.	Within [PREFILL WITH NAME OF B3 ORG], reporting relationships are clear.	1	2	3	4	5	8	9
j.	[PREFILL NAME OF B3 ORG] has the right set of staff working with fathers.	1	2	3	4	5	8	9
k.	Staff have all the necessary resources to support father's needs.	1	2	3	4	5	8	9
l.	Ideas and suggestions from staff get fair consideration by [PREFILL NAME OF B3 ORG] management	1	2	3	4	5	8	9
m.	Staff here are given broad authority in working with their clients.	1	2	3	4	5	8	9
n.	Program staff is overburdened.	1	2	3	4	5	8	9
o.	Staff initiative is discouraged by program management	1	2	3	4	5	8	9
p.	There are enough staff here to meet the current client needs.	1	2	3	4	5	8	9
q.	Mutual trust and cooperation among staff in this program are strong.	1	2	3	4	5	8	9
r.	It is important that staff in our program share some common characteristics or life experiences with the fathers we work with.	1	2	3	4	5	8	9
s.	The communication	1	2	3	4	5	8	9

<sup>6</sup> TCU

	between program leadership and staff involved in [PREFILL NAME OF B3 ORG] implementation is effective							
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**Module D: Staff Self-Efficacy, Beliefs and Values**

The next questions ask for you to reflect on what you think about your job and working with fathers.

D1. Please read the following statements and indicate the degree to which you disagree or agree with them.<sup>7</sup>

[programming note: randomize order of items]

		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Don't Know	Decline to Answer	Not applicable
a.	I am motivated to apply skills from training to my work.	1	2	3	4	5	7	8	9
b.	I consistently plan ahead and carry out my plans <sup>5</sup>	1	2	3	4	5	7	8	9
c.	I am satisfied at my job.	1	2	3	4	5	7	8	9
d.	I have the ongoing support I need to do my job well.	1	2	3	4	5	7	8	9
e.	I usually accomplish whatever I set my mind on. <sup>5</sup>	1	2	3	4	5	7	8	9
f.	I am under too many work-related pressures to do my job effectively.	1	2	3	4	5	7	8	9
g.	Learning and using new procedures is easy for me.	1	2	3	4	5	7	8	9
h.	I consider the work I do to be important.	1	2	3	4	5	7	8	9
i.	I am confident in my ability to successfully do my job. <sup>5</sup>	1	2	3	4	5	7	8	9
j.	I receive the necessary training to do my job effectively.	1	2	3	4	5	7	8	9
k.	I have the skills needed to conduct facilitate effective group workshops. <sup>5</sup> [programming note: conditional on answering B4 with "teaching or facilitating sessions or workshops"]	1	2	3	4	5	7	8	9
l.	I have the skills needed to work effectively with fathers individually. <sup>5</sup> [programming note: conditional on answering B4 with "Meeting individually	1	2	3	4	5	7	8	9

<sup>7</sup> TCU efficacy scale.

with fathers”]								
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D2. Now we want you think to the father you have worked with or spoken with most recently. How much do you disagree or agree with the following statements about working with this father?<sup>8</sup>  
 [programming note: randomize order of items; conditional on respondent answering B3 as “YES” indicating staff carries a caseload]

		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Don't know	Decline to answer
a.	This father and I agree about the steps to be taken to improve his situation.*	1	2	3	4	5	7	8
b.	I am confident in my ability to help this father.*	1	2	3	4	5	7	8
c.	My relationship with this father is an essential component of his program services.	1	2	3	4	5	7	8
d.	I check in regularly <sup>9</sup> with this father.	1	2	3	4	5	7	8
e.	The father and I have formed a mutual trust.	1	2	3	4	5	7	8
f.	My educational background or professional training has helped me work effectively with this father.	1	2	3	4	5	7	8
g.	It is a priority to make sure this father knows that I am personally committed to his success.	1	2	3	4	5	7	8
h.	Creating a sense of	1	2	3	4	5	7	8

<sup>8</sup> Team created these questions; based on working alliance. \* indicate verbatim working alliance question (WAI Ts k)

<sup>9</sup>Note: will define “regular” after learning more about programs in study

	community for this father is an important element of keeping him engaged.							
i.	The content of [PREFILL NAME OF B3 ORG] is relevant for this father.	1	2	3	4	5	7	8
j.	The father and I have a lot of shared life experiences.	1	2	3	4	5	7	8
k.	My work or life experience has helped me work effectively with this father.	1	2	3	4	5	7	8
l.	Participating in the [PREFILL NAME OF B3 ORG] is helping my client become a better father.	1	2	3	4	5	7	8
m.	My mastery of program materials impacts a father's outcome in the program	1	2	3	4	5	7	8
n.	A father's commitment to the program is more important than my mastery of program content.	1	2	3	4	5	7	8
o.	A father's success in the program is his responsibility.	1	2	3	4	5	7	8

**MODULE E: FOR FACILITATORS WORKING WITH PROGRAM GROUP IN EMPLOYMENT SITES**

*The next questions ask specifically about Cognitive Behavioral Intervention – Employment. If you are not responsible for providing Cognitive Behavioral Intervention – Employment to fathers, please answer “NO” to the first question.*

E1. Do you currently facilitate Cognitive Behavioral Intervention - Employment workshops or sessions?

- YES
- NO [Skip to G1]
- Don't Know
- Decline to answer

E2. How many individual Cognitive Behavioral Intervention - Employment workshop sessions have you led since [date]?

\_\_\_ \_\_\_ [programming note, allow 2 digit response, allow zero as response]

- Don't Know
- Decline to answer

E3. How many minutes do they take on average?

\_\_\_ \_\_\_ \_\_\_ [programming note, allow 3 digit response]

- Don't Know
- Decline to answer

E4. If you needed to prepare for a Cognitive Behavioral Intervention - Employment workshop today, how much time do you think it would take?

- Less than 1 hour
- Between 1 and 2 hours
- Between 2 and 3 hours
- More than 3 hours
- Don't Know
- Decline to answer

E5. Would you say this amount of preparation time is...

- About right
- Not enough
- Don't Know
- Decline to answer

E6. As you get even more used to implementing the Cognitive Behavioral Intervention – Employment in future months, do you anticipate spending less time preparing than you do now?

- Yes
- No
- Don't Know



**E8.** Some program staff get professional advice/technical assistance/coaching directly from UCCI staff, while others get support from the research team or from an on-site supervisor or coach. **For each of the statements below, indicate how much you disagree or agree regarding any professional advice you have sought out or received about implementing Cognitive Behavioral Intervention - Employment.**

		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Don't know	Decline to answer
a.	If I need professional advice about Cognitive Behavioral Intervention - Employment I know who to ask.	1	2	3	4	5	7	8
b.	I am comfortable seeking professional advice about implementing Cognitive Behavioral Intervention - Employment.	1	2	3	4	5	7	8
c.	In general, responses to my questions about Cognitive Behavioral Intervention - Employment are prompt.	1	2	3	4	5	7	8
d.	Responses to my questions about Cognitive Behavioral Intervention - Employment are helpful.	1	2	3	4	5	7	8

**E9.** Please read the following statements about implementing Cognitive Behavioral Intervention - Employment and indicate the degree to which you disagree or agree with them.  
 [programming note: randomize order of items]

		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Don't know	Decline to answer
a.	I am motivated to utilize Cognitive Behavioral Intervention - Employment skills in my work	1	2	3	4	5	7	8
b.	Cognitive Behavioral Intervention - Employment is helpful to me in my work with	1	2	3	4	5	7	8

	fathers							
c.	Learning the Cognitive Behavioral Intervention - Employment procedures was easy for me. <sup>10</sup>	1	2	3	4	5	7	8
d.	The Cognitive Behavioral Intervention - Employment training helped me better support my clients' needs.	1	2	3	4	5	7	8
e.	Implementing Cognitive Behavioral Intervention - Employment makes my job harder.	1	2	3	4	5	7	8
f.	Using new Cognitive Behavioral Intervention - Employment procedures is easy for me. <sup>11</sup>	1	2	3	4	5	7	8
g.							7	8
h.	Implementing Cognitive Behavioral Intervention - Employment takes too much time away from my other responsibilities.	1	2	3	4	5	7	8
i.	I am confident in my ability to successfully implement Cognitive Behavioral Intervention - Employment. <sup>12</sup>	1	2	3	4	5	7	8
j.	My duties with Cognitive Behavioral Intervention - Employment are clearly related to the	1	2	3	4	5	7	8

<sup>10</sup> TCU

<sup>11</sup> TCU

<sup>12</sup> TCU

	goals of the fatherhood program.							
k.	My mastery of Cognitive Behavioral Intervention - Employment curriculum impacts a father's outcome in the program.	1	2	3	4	5	7	8
l.	A father's commitment to Cognitive Behavioral Intervention - Employment is more important than my master of the program curriculum.	1	2	3	4	5	7	8
m.	A father's success in Cognitive Behavioral Intervention - Employment is mainly his responsibility.	1	2	3	4	5	7	8
n.	I feel confident in my ability to help fathers become more employable	1	2	3	4	5	7	8
o.	I am capable of teaching fathers employability skills.	1	2	3	4	5	7	8
p.	I am able to make each father a stronger employee.	1	2	3	4	5	7	8
q.	I feel able to guide fathers through employment challenges.	1	2	3	4	5	7	8
r.	Facilities here are well suited for Cognitive Behavioral Intervention - Employment activities.	1	2	3	4	5	7	8
s.	The cognitive techniques taught in Cognitive Behavioral Intervention - Employment will help fathers to be better employees.	1	2	3	4	5	7	8

t.	Keeping fathers engaged in Cognitive Behavioral Intervention - Employment is easier than in other program services. <sup>13</sup>	1	2	3	4	5	7	8
u.	[PREFILL B3 ORG NAME] is committed to the success of Cognitive Behavioral Intervention - Employment.	1	2	3	4	5	7	8
v.	Program staff is overburdened because of Cognitive Behavioral Intervention - Employment implementation.	1	2	3	4	5	7	8
w.	My program has the right set of people implementing Cognitive Behavioral Intervention - Employment.	1	2	3	4	5	7	8
x.	Cognitive Behavioral Intervention - Employment operates with clear goals and objectives.	1	2	3	4	5	7	8

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<sup>13</sup> TCU

### Module F: Staff Demographics

*And finally, the last set of questions ask about your background. This information will help us to learn more about you, how you might share common backgrounds with the fathers you work with, and how . As a reminder, this information will not be shared with anyone outside of the B3 study team. It will not be used in any way that could identify you in discussions with your organization's managers or in a report.*

F1. Are you ...

Male

Female

Other (specify) \_\_\_\_\_

Decline to answer

F2. Are you Hispanic, Latino, or of Spanish origin? (Select one or more)

No, not of Hispanic, Latino or Spanish origin

Yes, Mexican, Mexican American, Chicano/a

Yes, Puerto Rican

Yes, another Hispanic, Latino, or Spanish origin

Don't Know

Decline to answer

F3. What is your race? (Select one or more)

White

Black or African American

American Indian or Alaska Native

Asian

Native Hawaiian or other Pacific Islander

Other (specify) \_\_\_\_\_

Don't Know

Decline to answer

F4. How old are you (in years)?

\_\_\_\_\_(programming note: 2 digit entry)

Don't know

Decline to answer

F5. What is the highest level of education you have completed?<sup>14</sup>

High School: General Education Development or GED [END SURVEY]

High School: Diploma [END SURVEY]

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<sup>14</sup> COBRA tailored for PACT

- Some college/some postsecondary vocational courses [Go to F6]
- 2-year or 3-year college degree (Associates degree) [Go to F6]
- Vocational school diploma [Go to F6]
- 4-year college degree (Bachelor's degree) [Go to F6]
- Some graduate work/no graduate degree [Go to F6]
- Graduate or professional degree (e.g. MA, MBA, PH.D, JD, MD, MSW) [Go to F6]
- Don't Know
- Decline to answer

F6.(If some college or higher) What was your program of study after graduating high school?

- Addictions counseling
- Other counseling
- Education
- Vocational Rehabilitation
- Criminal Justice
- Psychology
- Social Work/Human Services
- Administration
- Ministry
- Military
- Law Enforcement
- Health/Medicine
- Other (Specify \_\_\_\_\_)
- Don't Know
- Decline to answer

F7. Is English your primary language?

- Yes [SKIP to F8]
- No
- Don't know
- Decline to answer

F8. What is your primary language?

- Spanish
- Other, \_\_\_\_\_(specify)
- Don't know
- Decline to answer

F9. Do you use this language with the fathers you work with?

- Yes

No  
Don't know  
Decline to answer

F10. Have you ever been arrested or incarcerated?

Yes  
No  
Don't know  
Decline to answer

F11. Have you ever received public assistance such as TANF/welfare, food stamps, SSI, or such?<sup>15</sup>

Yes  
No  
Don't know  
Decline to answer

END SURVEY MESSAGE:

Thank you for taking time to complete this survey! Your responses are important to our study of your fatherhood programming.

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<sup>15</sup> ETJD/STED staff survey