

AGENCY DIRECTOR SURVEY

The survey will begin immediately following completion of the consent form.

INTRO1 The first set of questions will ask about your role and primary job responsibilities.

Q1 Are you the person who oversees investigations or assessments in your child protective services (CPS) agency?

- ₁ Yes
₂ No

Q2 [IF Q1=2] Who oversees investigations or assessments in your CPS agency?

Q3 Do you feel as if you can provide accurate information about your agency's structure, staffing, practices, and policies?

- ₁ Yes
₂ No

Q3a [IF Q3=1] What is your position within the agency?

Q3b [IF Q3=2] If not, who would you recommend that we contact?

Q3c [IF Q3=2] What is [**your/your agency director's**] primary role or job responsibility?

EXIT1 [IF Q3=2] Thank you for your time. We will contact the person you recommended in Q3b to complete the rest of this survey.

INTRO2 The next set of questions ask about how child welfare services are provided within your county. All references to public agencies include state, county, local, or tribal agencies.

Q4 How many private child welfare agencies are there within your county?

_____ NUMBER

Q4a Do you partner with any private agencies to carry out caseworker services? Caseworker services may include:

- CPS investigations or assessments
- Intensive in-home family preservation or reunification services
- Other in-home services or case management
- Foster care or out-of-home placement case management
- Foster and adoptive home recruitment, training, licensure, or supervision
- Therapeutic foster home recruitment, training, licensing, or supervision
- Group care or group residential treatment services

₁ Yes

₂ No

IF Q4a = 2, SKIP TO Q6

Q4b How many private agencies do you partner with to carry out caseworker services?

_____ NUMBER

Now we would like to learn more about how different caseworker services in your county are provided. The following questions will ask if services are provided....

- a) Primarily by your agency (or other public agencies within your county).
- b) Primarily by private for profit and not-for-profit agencies
- c) Both by the public child welfare agency and by private for profit and not-for profit agencies.

By “primarily,” we mean about 80% of the caseload.

Q5a Are **CPS investigations or assessments** in your county...

₁ Primarily provided by my agency or other public agencies within my county (or other public agencies within my county),

₂ Primarily provided by private for profit and not-for-profit agencies,

₃ Primarily provided by law enforcement (sheriffs, police, etc.),

₄ Provided both by the public child welfare agency and by private for profit and not-for profit agencies, or

₅ Provided both by the public child welfare agency and law enforcement (sheriffs, police, etc.).

Q5aa [IF Q5a=4 OR 5] For CPS investigations or assessments, what percentage of the caseload is covered by your agency or other public agencies (including law enforcement) within your county?

₁ Less than 25%

₂ 25% - 49%

₃ 50% - 74%

₄ 75% or more

Q5ab [IF Q5a=4] For CPS investigations or assessments, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

₁ Less than 25%

₂ 25% - 49%

₃ 50% - 74%

₄ 75% or more

Q5ac [IF Q5a=5] For CPS investigations or assessments, what percentage of the caseload is covered by law enforcement within your county?

₁ Less than 25%

₂ 25% - 49%

₃ 50% - 74%

₄ 75% or more

Q5b Are **intensive in-home family preservation or reunification services** in your county...

₁ Primarily provided by my agency or other public agencies within my county,

₂ Primarily provided by private for profit and not-for-profit agencies, or

₃ Provided both by the public child welfare agency and by private for profit and not-for profit agencies.

Q5ba [IF Q5b=3] For intensive in-home family preservation or reunification services, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5bb [IF Q5b=3] For intensive in-home family preservation or reunification services, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5c Are **other in-home services or case management** in your county...

- ₁ Primarily provided by my agency or other public agencies within my county,
- ₂ Primarily provided by private for profit and not-for-profit agencies, or
- ₃ Provided both by the public child welfare agency and by private for profit and not-for profit agencies.

Q5ca [IF Q5c=3] For other in-home services or case management, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5cb [IF Q5c=3] For other in-home services or case management, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%

- ₃ 50% - 74%
- ₄ 75% or more

Q5d Are **foster care or out-of-home placement case management services** in your county...

- ₁ Primarily provided by my agency or other public agencies within my county,
- ₂ Primarily provided by private for profit and not-for-profit agencies, or
- ₃ Provided both by the public child welfare agency and by private for profit and not-for profit agencies.

Q5da [IF Q5d=3] For foster care or out-of-home placement case management services, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5db [IF Q5d=3] For foster care or out-of-home placement case management services, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5e Are **foster and adoptive home recruitment, training, licensure, and supervision services** in your county...

- ₁ Primarily provided by my agency or other public agencies within my county,
- ₂ Primarily provided by private for profit and not-for-profit agencies, or
- ₃ Provided both by the public child welfare agency and by private for profit and not-for profit agencies.

Q5ea [IF Q5e=3] For foster and adoptive home recruitment, training, licensure, and supervision services, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5eb [IF Q5e=3] For foster and adoptive home recruitment, training, licensure, and supervision services, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5f Are **therapeutic foster home recruitment, training, licensing, or supervision services** in your county...

- ₁ Primarily provided by my agency or other public agencies within my county,
- ₂ Primarily provided by private for profit and not-for-profit agencies, or
- ₃ Provided both by the public child welfare agency and by private for profit and not-for profit agencies.

Q5fa [IF Q5f=3] For therapeutic foster home recruitment, training, licensing, and supervision services, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5fb [IF Q5f=3] For therapeutic foster home recruitment, training, licensing, and supervision services, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5g Are **group care or group residential treatment services** in your county...

- ₁ Primarily provided by my agency or other public agencies within my county
- ₂ Primarily provided by private for profit and not-for-profit agencies
- ₃ Provided both by the public child welfare agency and by private and not-for-profit agencies.

Q5ga [IF Q5g=3] For group care or group residential treatment services, what percentage of the caseload is covered by your agency or other public agencies within your county?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Q5gb [IF Q5g=3] For group care or group residential treatment services, what percentage of the caseload is covered by private for profit and not-for-profit agencies?

- ₁ Less than 25%
- ₂ 25% - 49%
- ₃ 50% - 74%
- ₄ 75% or more

Some child welfare agencies are state administered while others are administered at the local county, city, or tribal level.

Q6 Is the public agency that you represent a state agency or a local county, city, or tribal agency?

- ₁ State
- ₂ County/City/Locality/Tribe

Q7 Does your agency serve more than one county?

- ₁ Yes
- ₂ No

Q7a [IF Q7=Yes] How many counties does your agency serve?

_____ NUMBER

INTRO3 The next questions will ask about your relationship with the state's central administration. By the state's central administration, we mean the agency or department that oversees the child welfare system in your state.

How would you rate the state's central administration in providing your agency with...

Q7b Technical assistance and support?

- ₁ Excellent
- ₂ Very Good
- ₃ Good
- ₄ Fair
- ₅ Poor
- ₆ NOT APPLICABLE. AGENCY IS NOT IN A STATE-ADMINISTERED SYSTEM

IF Q7B=6, SKIP TO Q8

Q7c Articulating and monitoring the agency's goals?

- ₁ Excellent
- ₂ Very Good
- ₃ Good
- ₄ Fair
- ₅ Poor

Q7d Assistance in securing resources for your agency?

- ₁ Excellent
- ₂ Very Good
- ₃ Good
- ₄ Fair
- ₅ Poor

Q7e On average, how often does your agency staff have meetings, either by phone or in-person, with staff at the state's central administration?

- ₁ Once a day

- ₂ Once a week
- ₃ Twice a month
- ₄ Once a month
- ₅ Quarterly (four times a year)
- ₆ Once a year
- ₇ Never

Q7f How would you rate your overall relationship with the state's central administration?

- ₁ Excellent
- ₂ Very Good
- ₃ Good
- ₄ Fair
- ₅ Poor

INTRO4 The next set of questions are about your agency's budget and staff.

Q8 How many congregate care facilities are in your agency's jurisdiction? Congregate care facilities include group homes, residential treatment facilities, psychiatric institutions, and emergency shelters.

_____ NUMBER

Q9 Please look at Card ##. Please estimate your agency's total child welfare expenditures in the most recent fiscal year. Include all county, state, and federal expenditures.

- ₁ UNDER \$1 MILLION
- ₂ BETWEEN \$1 MILLION AND \$10 MILLION
- ₃ BETWEEN \$10 MILLION AND \$20 MILLION
- ₄ BETWEEN \$20 MILLION AND \$30 MILLION
- ₅ BETWEEN \$30 MILLION AND \$40 MILLION
- ₆ BETWEEN \$40 MILLION AND \$50 MILLION
- ₇ OVER \$50 MILLION
- ₈ UNABLE TO ESTIMATE

Q10 How many staff within your agency conduct CPS investigations or assessments as their **primary** duty?

- ₁ 5 or Fewer
- ₂ 6 to 20

- ₃ 20 to 50
- ₄ 50 to 100
- ₅ Over 100

Q11 How many staff within your agency provide all other services (other than CPS investigations or assessments) as their **primary** duty?

- ₁ 5 or Fewer
- ₂ 6 to 20
- ₃ 20 to 50
- ₄ 50 to 100
- ₅ Over 100

Q11a How many staff within your agency provide intensive in-home family preservation or reunification services as their **primary** duty?

- ₁ None
- ₁ 1 to 5
- ₂ 6 to 20
- ₃ 20 to 50
- ₄ 50 to 100
- ₅ Over 100

Q11b How many staff within your agency provide other in-home services or case management as their **primary** duty?

- ₁ None
- ₂ 1 to 5
- ₃ 6 to 20
- ₄ 20 to 50
- ₅ 50 to 100
- ₆ Over 100

Q11c How many staff within your agency provide foster care or out-of-home placement case management services as their **primary** duty?

- ₁ None
- ₂ 1 to 5
- ₃ 6 to 20
- ₄ 20 to 50

- ₅ 50 to 100
- ₆ Over 100

Q11d How many staff within your agency provide foster and adoptive home recruitment, training, licensure, or supervision services as their **primary** duty?

- ₁ None
- ₂ 1 to 5
- ₃ 6 to 20
- ₄ 20 to 50
- ₅ 50 to 100
- ₆ Over 100

Q11e How many staff within your agency provide therapeutic foster home recruitment, training, licensing, or supervision services as their **primary** duty?

- ₁ None
- ₂ 1 to 5
- ₃ 6 to 20
- ₄ 20 to 50
- ₅ 50 to 100
- ₆ Over 100

Q11f [IF Q5g=1 OR 3] How many staff within your agency provide group care or group residential treatment services as their **primary** duty?

- ₁ None
- ₂ 1 to 5
- ₃ 6 to 20
- ₄ 20 to 50
- ₅ 50 to 100
- ₆ Over 100

Q12a What is the average number of investigations/assessments per worker in your agency at any one time? Please respond with either the number of families per worker OR the number of children per worker.

Families per worker: _____ NUMBER

OR

Children per worker: _____ NUMBER

Q12b What is the ratio of the number of supervisors to the number of investigation/assessment workers at your agency?

_____ RATIO

Q12c How many direct service child welfare FTEs (e.g., investigators, case managers, intact family workers, etc.) do you currently have in your agency budget?

_____ NUMBER

Q13 How many child welfare vacancies do you currently have in your agency?

_____ NUMBER

[IF Q13>0] Of the number of child welfare vacancies you currently have in your agency, how many are due to...

Q14a Promotions within your agency?

_____ NUMBER

Q14b Lateral transfers within your agency?

_____ NUMBER

Q14c Voluntary resignations?

_____ NUMBER

Q14d Involuntary dismissals?

_____ NUMBER

Q14e Retirements?

_____ NUMBER

Q14f Deaths?

_____ NUMBER

Q14g Reductions in force?

_____ NUMBER

Q14h Other? SPECIFY: _____

_____ NUMBER

INTRO5 The next set of questions ask about the recruiting and hiring strategies employed at your agency.

Q15 Which of the following resources or strategies are used by your agency to recruit the workers who conduct investigations or assessments? [CODE ALL THAT APPLY]

- ₁ Agency website
- ₂ College placement offices
- ₃ Community or college job fairs
- ₄ Incentive program for current benefit or child support workers to become caseworkers
- ₅ Incentive program for current staff who make referrals
- ₆ Incentive program for parent partners, social service aides, or other paraprofessionals to become caseworkers
- ₇ Internship program
- ₈ Newspaper
- ₉ Online job search engines
- ₁₀ Open houses
- ₁₁ Posters/brochures
- ₁₂ Provide student stipends as part of a university partnership
- ₁₃ Radio/television
- ₁₄ Social media
- ₁₅ Student loan payback programs
- ₁₆ OTHER (SPECIFY): _____

Q16a Is a Human Resources (HR) department at your agency responsible for recruiting?

- ₁ Yes
- ₂ No

Q16b [IF Q16a=2] Which department or job title is responsible for recruiting at your agency?

Q16c Is a Human Resources (HR) department at your agency responsible for hiring?

- ₁ Yes
₂ No

Q16d [IF Q16c=2] Which department or job title is responsible for hiring at your agency?

Q17a Overall, how many months does it typically take to fill a position for investigation/assessment workers, starting from the time of a new vacancy or position requisition and ending with a filled position?

_____ MONTHS

Q17b When hiring investigation/assessment caseworkers, which three skills listed below are the most critical for the applicant to possess?

- ₁ ACTIVE LISTENING
₂ ADVOCACY
₃ BOUNDARY SETTING
₄ CLIENT AND FAMILY MANAGEMENT
₅ COMMUNICATION
₆ CRITICAL THINKING
₇ DOCUMENTATION
₈ INFLUENCING/PERSUADING
₉ INFORMATION GATHERING
₁₀ ORGANIZATION
₁₁ PARTNERING/BUILDING COLLABORATIVE RELATIONSHIPS
₁₂ TEAMWORK
₁₃ TIME MANAGEMENT
₁₄ OTHER (SPECIFY): _____

INTRO6 The next set of questions ask about caseworker training at your agency.

Q18a What is your agency's current budget for training?

- ₁ UNDER \$100,000
₂ BETWEEN \$100,000 AND \$1 MILLION
₃ BETWEEN \$1 MILLION AND \$2 MILLION
₄ BETWEEN \$2 MILLION AND \$3 MILLION
₅ BETWEEN \$3 MILLION AND \$4 MILLION
₆ BETWEEN \$4 MILLION AND \$5 MILLION

- ₇ OVER \$5 MILLION
- ₈ UNABLE TO ESTIMATE

Q18b What percentage of your training budget is funded under Title IV-E?

- ₁ Less than 20%
- ₂ 20% - 50%
- ₃ More than 50%

Q18c Do you think the training budget is sufficient for your agency?

- ₁ Yes
- ₂ No

Q19 Which of the following does your agency routinely provide to new investigation/assessment workers during their first 6 months? Select all that apply.

- ₁ A more experienced caseworker who acts as a mentor or coach
- ₂ A period of time when they shadow veteran workers before taking on cases themselves
- ₃ A reduced caseload while they learn the work
- ₄ Extra time with their supervisor
- ₅ Pre-service training
- ₆ Simulation labs where new assessment workers go into a house and role play with actors
- ₇ In-field training from an experienced supervisor
- ₈ Training to prepare for court
- ₉ OTHER TYPE OF TRAINING (SPECIFY): _____

INTRO7 This next set of questions ask about your agency's workforce polices.

Q20 Is your agency accredited by the Council on Accreditation?

- ₁ Yes
- ₂ No

Q21a Does your agency have a policy on the maximum number of cases assigned to investigation/assessment caseworkers?

- ₁ Yes
- ₂ No

Q21b [IF Q21a=1] What is the maximum number of cases that can be assigned to investigation/assessment caseworkers?

_____NUMBER

Q22 Are caseworkers at your agency required to have a Bachelor's of Social Work (BSW) or Master's of Social Work (MSW) from an accredited school of social work?

- ₁ Yes
₂ No

Q23 Are caseworkers hired at your agency required to have previous experience as a social worker or Child Welfare Services caseworker?

- ₁ Yes
₂ No

Q24a Does your agency have a set of best practices for retaining your staff?

- ₁ Yes
₂ No

Q24b [IF Q24a=1] Please look at CARD X. What types of retention strategies and practices do you engage in? [CODE ALL THAT APPLY]

- ₁ A SUPPORT WORK ENVIRONMENT/SUPPORTIVE SUPERVISION
₂ ANNUAL OR BIENNIAL CULTURE/CLIMATE ASSESSMENTS
₃ BONUS PLANS AND OTHER TOOLS FOR RECOGNIZING OUTSTANDING PERFORMANCE
₄ CASELOAD/WORKLOAD MANAGEMENT
₅ CLEAR CAREER PATH
₆ COMPETITIVE PAY
₇ FOCUS ON INCLUSION OF DIVERSE MEMBERS OF WORKFORCE
₈ IMPLEMENTATION OF PRACTICE MODELS OR EVIDENCE-BASED PRACTICES TO PROMOTE STAFF COMPETENCE
₉ JOB REDESIGN OPPORTUNITIES
₁₀ OPPORTUNITIES FOR ADVANCEMENT
₁₁ OPPORTUNITIES TO PARTICIPATE IN INTERVENTIONS AIMED AT HELPING STAFF COPE WITH STRESS, BURNOUT, OR SECONDARY TRAUMA
₁₂ PERSONALIZED BENEFITS PACKAGES
₁₃ "STAY INTERVIEWS"
₁₄ TELEWORK AND FLEXIBLE WORK OPTIONS

₁₅ TRAINING, PROFESSIONAL DEVELOPMENT, AND MENTORING OPPORTUNITIES

₁₆ USE OF TECHNOLOGY TO INCREASE EFFICIENCY

₁₇ OTHER (SPECIFY): _____

Q25a Does your agency have a set of best practices for hiring staff?

₁ Yes

₂ No

Q25b [IF Q25a=1] What types of hiring strategies and practices do you engage in? Select all that apply.

₁ BACKGROUND CHECKS

₂ BEHAVIORAL INTERVIEWING: DISCOVERING HOW THE CANDIDATE ACTS IN SPECIFIC EMPLOYMENT-RELATED SITUATIONS

₃ COMPETENCY-BASED ASSESSMENT

₄ PSYCHOLOGICAL, ABILITY, PERSONALITY, OR HONESTY TESTING

₅ SKILLS ASSESSMENT

₆ TESTS MEASURING ANALYTIC AND/OR WRITING SKILLS

₇ TESTS ON CHILD WELFARE POLICIES AND PROCEDURES

₈ TESTS OR TASKS FOCUSED ON DECISION-MAKING, INCORPORATING REAL-LIFE SCENARIOS, AND VIGNETTES

₉ OTHER (SPECIFY): _____

Q26 Does your agency have strategies and goals in place for achieving a diverse mix of workers in your agency that reflects the diversity of the clients you serve?

₁ Yes

₂ No

Q26a What are the strategies and/or goals you have in place for achieving a diverse mix of workers in your agency?

INTERVIEWER: RECORD THE VERBATIM RESPONSE IN THE SPACE BELOW.

Q26b Thinking about your roles and responsibilities broadly, what would you say are the top three job-related challenges you face?

INTERVIEWER: RECORD THE VERBATIM RESPONSES IN THE SPACES BELOW.

CHALLENGE 1:

CHALLENGE 2:

CHALLENGE 3:

INTRO8 This next set of questions ask about potential impacts on your agency related to the COVID-19 pandemic.

Q27 Since the COVID-19 pandemic, have you noticed an increase, decrease, or no change in each of the following...

Q27a Funding?

_____ INCREASE/DECREASE/NO CHANGE

Q27b New caseworker applicants?

_____ INCREASE/DECREASE/NO CHANGE

Q27c Time to fill position vacancies?

_____ INCREASE/DECREASE/NO CHANGE

Q27d Caseworker retention rates?

_____ INCREASE/DECREASE/NO CHANGE

Q27e Caseload volume?

_____ INCREASE/DECREASE/NO CHANGE

Q27f New foster parent applicants?

_____ INCREASE/DECREASE/NO CHANGE

Q27g Foster parent retention rates?

_____ INCREASE/DECREASE/NO CHANGE

Q27h Number of child maltreatment reports?

_____ INCREASE/DECREASE/NO CHANGE

Q27i Severity of child maltreatment reports?

_____ INCREASE/DECREASE/NO CHANGE

Q27j Number of children entering foster care?

_____ INCREASE/DECREASE/NO CHANGE

Q27k Number of child deaths related to abuse or neglect?

_____ INCREASE/DECREASE/NO CHANGE

Q27l Service support requests from transition-age foster youth. For example, requests for housing, employment, or food?

_____ INCREASE/DECREASE/NO CHANGE

Q28 [IF Q27a-Q27l=INCREASE OR DECREASE) Why do you think there has been an (FILL: INCREASE OR DECREASE) in (FILL: Q27a-Q27l PRACTICE)?

INTERVIEWER: RECORD THE VERBATIM RESPONSE IN THE SPACE BELOW.

Q29 Has your agency developed any of the following practices or policies in response to the COVID-19 pandemic? [CODE ALL THAT APPLY]

- ₁ Allowing staff to work off-site or from home
- ₂ Allowing staff to work flexible hours
- ₃ Virtual investigations
- ₄ Virtual monthly home visits
- ₅ Virtual court appearances
- ₆ Virtual staff training
- ₇ Virtual foster parent or kinship caregiver training
- ₈ Virtual interviews with prospective staff
- ₉ Virtual in-home educational oversight and supports for children
- ₁₀ Virtual services and supports (if yes, specify type of service)
- ₁₁ Virtual supervision
- ₁₂ Electronic record keeping
- ₁₃ Other (SPECIFY): _____

Q30 [FOR EACH Q29 PRACTICE ENDORSED] Does your agency plan to sustain the [FILL Q29 PRACTICE] developed in response to the COVID-19 pandemic?

- ₁ Yes
- ₂ No

Q31 How technologically prepared was your agency to support virtual work in response to the COVID-19 pandemic?

- ₁ Very Prepared
- ₂ Somewhat prepared
- ₃ Not very prepared

Q32 Has your agency been able to carry out the following functions in the work-at-home environment during the COVID-19 pandemic? [CODE ALL THAT APPLY]

- ₁ Staffing child abuse hotlines
- ₂ Case investigation
- ₃ Shelter hearings (For example: the first hearing after a child's removal for judicial determination)
- ₄ 60-day hearings (For example: hearings for judicial determination of reasonable efforts to prevent removal)
- ₅ Caseworker visitation
- ₆ Contact between parents and their attorneys
- ₇ Contact between children and their attorneys
- ₈ Biological family visitation for children in out-of-home care
- ₉ Mental health service provision
- ₁₀ Substance abuse service provision
- ₁₁ Domestic violence service provision
- ₁₂ In-home educational oversight and supports
- ₁₃ Support for basic needs (For example: unemployment applications, public housing requests, or internet access requests)

Q33 [FOR EACH Q32 PRACTICE ENDORSED] How well did (FILL Q32 PRACTICE) function in a work-at-home environment?

- ₁ Very well

- ₂ Somewhat well
- ₃ Not at all well

Q34 Did the Disaster or Emergency Preparedness Plan that was in place in your state or jurisdiction prior to the COVID-19 pandemic include the child welfare system?

- ₁ Yes
- ₂ No

Q35 [IF Q34=1] How adequately do you think this plan addressed child welfare system-relevant needs during the pandemic?

- ₁ Very adequately
- ₂ Somewhat adequately
- ₃ Not at all adequately

Q36 Is your state now revising its Disaster or Emergency Preparedness Plan to specifically address child welfare needs?

- ₁ Yes
- ₂ No

Q37 [IF Q36=1] Is there a child welfare representative among the group of individuals responsible for revising the plan?

- ₁ Yes
- ₂ No

Q38 [IF Q36=1] What issues should be included in the revised plan to help your agency respond to the next disaster or emergency? (CODE ALL THAT APPLY)

- ₁ Managing child maltreatment investigations
- ₂ Procedures for court proceedings
- ₃ Providing social services and supports
- ₄ Flexible funding
- ₅ Other (SPECIFY): _____

Q39 [IF Q34=2] Has your state or local jurisdiction now taken steps to develop a Disaster or Emergency Preparedness Plan that includes the child welfare system?

- ₁ Yes
- ₂ No

Q40 [IF Q39=1] Is there a child welfare representative among the group of individuals responsible for revising the plan?

- ₁ Yes
- ₂ No

Q41 [IF Q39=1] How adequately do you feel that this new or refined plan will address child welfare system-relevant needs?

- ₁ Very adequately
- ₂ Somewhat adequately
- ₃ Not at all adequately

Q42 [IF Q39=1] What issues do you believe will be covered by this plan to help your agency respond to the next disaster or emergency? (CODE ALL THAT APPLY)

- ₁ Managing child maltreatment investigations
- ₂ Procedures for court proceedings
- ₃ Providing social services and supports
- ₄ Flexible funding
- ₅ Other (SPECIFY): _____

Q43 [IF Q39=2] Why is child welfare not being included?

INTERVIEWER: RECORD THE VERBATIM RESPONSE IN THE SPACE BELOW.

INTRO9 Finally, we'd like to learn more about [you/your agency director] with some questions about [your/their] background. If you are answering these questions on behalf of your agency director, please answer "Don't Know" if you are not sure of the correct response.

Q44 What is the highest degree, diploma, or certificate that [you have/your agency director has] received?

- ₁ None
- ₂ High School Diploma or High School equivalency (GED)
- ₃ Vocational Tech Certificate/Diploma
- ₄ Associate Degree (For example: AA, AS, ASN)
- ₅ Bachelor's Degree (For example: BA, AB, BS, BSW, BSN)
- ₆ Master's Degree (For example: MA, MS, MEng, Med, MSW, MBA)
- ₇ Graduate or Professional Degree (For example: MD, JD, PhD, EdD)
- ₈ DON'T KNOW

Q44a [IF Q27=5 OR 6 OR 7] [Do you/Does your agency director] have a degree in social work?

- ₁ Yes
- ₂ No
- ₃ DON'T KNOW

Q44b [IF Q28a=1] Which degrees [do you/does your agency director] hold in social work? [CODE ALL THAT APPLY]

- ₁ BSW
- ₂ MSW
- ₃ PhD or Doctor of Social Work
- ₄ DON'T KNOW

Q44c [IF Q28b=1] Did [you/your agency director] receive a Title IV-E stipend for [your/their] Bachelor's degree?

- ₁ Yes
- ₂ No
- ₃ DON'T KNOW

Q44d [IF Q28b=2] Did [**you/your agency director**] receive a Title IV-E stipend for [**your/their**] Master's degree?

- ₁ Yes
- ₂ No
- ₃ DON'T KNOW

Q44e [IF Q28b=2 OR 3] [**Have you/Has your agency director**] *ever* been licensed or certified by a state to independently practice social work at the Master's degree level?

- ₁ Yes
- ₂ No
- ₃ DON'T KNOW

Q44f [IF Q28e=1] [**Are you/Is your agency director**] *currently* licensed or certified by a state to independently practice social work at the Master's degree level?

- ₁ Yes
- ₂ No
- ₃ DON'T KNOW

Q45 What is [**your/your agency director's**] sex?

- ₁ Male
- ₂ Female
- ₃ DON'T KNOW

Q46 In what year were [**you/your agency director**] born?

_____ YEAR

DON'T KNOW

Q47 [**Are you/Is your agency director**] of Hispanic, Latino/a, or Spanish origin? [CODE ALL THAT APPLY]

- ₁ No, not of Hispanic, Latino/a, or Spanish origin
- ₂ Yes, Cuban
- ₃ Yes, Mexican, Mexican-American, Chicano/a
- ₄ Yes, Puerto Rican
- ₅ Yes, Another Hispanic, Latino/a, or Spanish origin
- ₆ DON'T KNOW

Q48 Please look at CARD X. What is [**your/your agency director's**] race? You may pick one or more groups from the card. [CODE ALL THAT APPLY]

- ₁ WHITE
- ₂ BLACK OR AFRICAN AMERICAN
- ₃ AMERICAN INDIAN OR ALASKA NATIVE
- ₄ ASIAN INDIAN
- ₅ CHINESE
- ₆ FILIPINO
- ₇ JAPANESE
- ₈ KOREAN
- ₉ VIETNAMESE
- ₁₀ OTHER ASIAN
- ₁₁ NATIVE HAWAIIAN
- ₁₂ GUAMANIAN OR CHAMORRO
- ₁₃ SAMOAN
- ₁₄ OTHER PACIFIC ISLANDER
- ₁₅ DON'T KNOW

Q49 How long [**have you/has your agency director**] been in this role?

YEARS

OR

MONTHS

DON'T KNOW

Q50 How long [**have you/has your agency director**] been employed by this agency?

YEARS

OR

MONTHS

DON'T KNOW

Q51 How long [**have you/has your agency director**] worked in the field of child welfare?

YEARS

OR

MONTHS

DON'T KNOW

Q52a [**Have you/Has your agency director**] ever had direct practice experience in working with a caseload of children and families?

₁ Yes

₂ No

₃ DON'T KNOW

Q52b [**Have you/Has your agency director**] ever had prior experience in managing a child welfare team or program as a supervisor or administrator?

₁ SUPERVISOR

₂ ADMINISTRATOR

₃ BOTH

₄ NEITHER

₅ DON'T KNOW

Q53 For [**your/your agency director's**] current position, [**were you/was he/was she**] promoted into this role from within this agency?

₁ Yes

₂ No

₃ DON'T KNOW

Q53a [IF Q33 IS GREATER THAN OR EQUAL TO 5 YEARS] How has turnover for the investigation/assessment workers at your agency varied in the past 5 years? Would you say turnover has increased, decreased, or been relatively stable?

₁ Increased

₂ Decreased

₃ Been relatively stable

Q53b [IF Q38a=1] Please look at CARD X. What are the top three reasons staff from this unit have left?

- ₁ AGENCY DOWNSIZING/STAFF LAYOFFS
- ₂ AVAILABILITY AND/OR QUALITY OF TRAINING AND JOB SUPPORT
- ₃ AVAILABILITY OF RESOURCES AND SERVICES TO SUPPORT CLIENTS
- ₄ BETTER PAY AND JOB PROSPECTS ELSEWHERE
- ₅ CHANGES IN PERSONAL AND FAMILY CIRCUMSTANCES
- ₆ INTERPERSONAL CONFLICT
- ₇ JOB STRESS AND WORKER BURNOUT
- ₈ NO PROMOTION OPPORTUNITIES
- ₉ NOT A GOOD FIT FOR THE JOB
- ₁₀ ORGANIZATIONAL CLIMATE
- ₁₁ PAPERWORK
- ₁₂ STAFF RETIRED
- ₁₃ STAFF WERE PROMOTED OR MOVED TO ANOTHER UNIT
- ₁₄ STAFF WERE TERMINATED/FIRED
- ₁₅ WORKLOAD
- ₁₆ OTHER (SPECIFY): _____

Q54 This study also involves interviewing supervisors and caseworkers at your agency about their work and experiences. To help us select a random sample of supervisors, we would like to collect the names and contact information of the supervisors employed by your agency. We will then randomly select one or more supervisors from this list and offer them the opportunity to participate. Their participation will be completely voluntary, and their responses will be kept private.

During the interviews with supervisors, we will ask for the names and contact information of the caseworkers who report to them and use that list to randomly select one or more caseworkers who will be offered an opportunity to participate.

| | First Name | Last Name | Phone Number xxx-xxx-xxxx | Email Address |
|----|------------|-----------|------------------------------|---------------|
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EXIT2 Thank you for completing this survey. We appreciate your feedback.