

## 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?

- <sub>1</sub> Yes  
<sub>2</sub> 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?

- <sub>1</sub> Yes  
<sub>2</sub> 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

<sub>1</sub> Yes

<sub>2</sub> 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...

<sub>1</sub> Primarily provided by my agency or other public agencies within my county (or other public agencies within my county),

<sub>2</sub> Primarily provided by private for profit and not-for-profit agencies,

<sub>3</sub> Primarily provided by law enforcement (sheriffs, police, etc.),

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

<sub>5</sub> 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?

<sub>1</sub> Less than 25%

<sub>2</sub> 25% - 49%

<sub>3</sub> 50% - 74%

<sub>4</sub> 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?

<sub>1</sub> Less than 25%

<sub>2</sub> 25% - 49%

<sub>3</sub> 50% - 74%

<sub>4</sub> 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?

<sub>1</sub> Less than 25%

<sub>2</sub> 25% - 49%

<sub>3</sub> 50% - 74%

<sub>4</sub> 75% or more

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

<sub>1</sub> Primarily provided by my agency or other public agencies within my county,

<sub>2</sub> Primarily provided by private for profit and not-for-profit agencies, or

<sub>3</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 75% or more

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

- <sub>1</sub> Primarily provided by my agency or other public agencies within my county,
- <sub>2</sub> Primarily provided by private for profit and not-for-profit agencies, or
- <sub>3</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 75% or more

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

- <sub>1</sub> Primarily provided by my agency or other public agencies within my county,
- <sub>2</sub> Primarily provided by private for profit and not-for-profit agencies, or
- <sub>3</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 75% or more

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

- <sub>1</sub> Primarily provided by my agency or other public agencies within my county
- <sub>2</sub> Primarily provided by private for profit and not-for-profit agencies
- <sub>3</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> Less than 25%
- <sub>2</sub> 25% - 49%
- <sub>3</sub> 50% - 74%
- <sub>4</sub> 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?

- <sub>1</sub> State
- <sub>2</sub> County/City/Locality/Tribe

**Q7** Does your agency serve more than one county?

- <sub>1</sub> Yes
- <sub>2</sub> 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?

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

**IF Q7B=6, SKIP TO Q8**

**Q7c** Articulating and monitoring the agency's goals?

- <sub>1</sub> Excellent
- <sub>2</sub> Very Good
- <sub>3</sub> Good
- <sub>4</sub> Fair
- <sub>5</sub> Poor

**Q7d** Assistance in securing resources for your agency?

- <sub>1</sub> Excellent
- <sub>2</sub> Very Good
- <sub>3</sub> Good
- <sub>4</sub> Fair
- <sub>5</sub> 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?

- <sub>1</sub> Once a day



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

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

- <sub>1</sub> Excellent
- <sub>2</sub> Very Good
- <sub>3</sub> Good
- <sub>4</sub> Fair
- <sub>5</sub> 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.

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

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

- <sub>1</sub> 5 or Fewer
- <sub>2</sub> 6 to 20

- <sub>3</sub> 20 to 50
- <sub>4</sub> 50 to 100
- <sub>5</sub> Over 100

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

- <sub>1</sub> 5 or Fewer
- <sub>2</sub> 6 to 20
- <sub>3</sub> 20 to 50
- <sub>4</sub> 50 to 100
- <sub>5</sub> Over 100

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

- <sub>1</sub> None
- <sub>1</sub> 1 to 5
- <sub>2</sub> 6 to 20
- <sub>3</sub> 20 to 50
- <sub>4</sub> 50 to 100
- <sub>5</sub> Over 100

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

- <sub>1</sub> None
- <sub>2</sub> 1 to 5
- <sub>3</sub> 6 to 20
- <sub>4</sub> 20 to 50
- <sub>5</sub> 50 to 100
- <sub>6</sub> Over 100

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

- <sub>1</sub> None
- <sub>2</sub> 1 to 5
- <sub>3</sub> 6 to 20
- <sub>4</sub> 20 to 50

- <sub>5</sub> 50 to 100
- <sub>6</sub> Over 100

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

- <sub>1</sub> None
- <sub>2</sub> 1 to 5
- <sub>3</sub> 6 to 20
- <sub>4</sub> 20 to 50
- <sub>5</sub> 50 to 100
- <sub>6</sub> Over 100

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

- <sub>1</sub> None
- <sub>2</sub> 1 to 5
- <sub>3</sub> 6 to 20
- <sub>4</sub> 20 to 50
- <sub>5</sub> 50 to 100
- <sub>6</sub> 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?

- <sub>1</sub> None
- <sub>2</sub> 1 to 5
- <sub>3</sub> 6 to 20
- <sub>4</sub> 20 to 50
- <sub>5</sub> 50 to 100
- <sub>6</sub> 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]

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

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

- <sub>1</sub> Yes
- <sub>2</sub> 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?

- <sub>1</sub> Yes  
<sub>2</sub> 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?

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

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

- <sub>7</sub> OVER \$5 MILLION
- <sub>8</sub> UNABLE TO ESTIMATE

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

- <sub>1</sub> Less than 20%
- <sub>2</sub> 20% - 50%
- <sub>3</sub> More than 50%

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

- <sub>1</sub> Yes
- <sub>2</sub> 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.

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

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Yes
- <sub>2</sub> 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?

- <sub>1</sub> Yes  
<sub>2</sub> No

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

- <sub>1</sub> Yes  
<sub>2</sub> No

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

- <sub>1</sub> Yes  
<sub>2</sub> 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]

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



<sub>15</sub> TRAINING, PROFESSIONAL DEVELOPMENT, AND MENTORING OPPORTUNITIES

<sub>16</sub> USE OF TECHNOLOGY TO INCREASE EFFICIENCY

<sub>17</sub> OTHER (SPECIFY): \_\_\_\_\_

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

<sub>1</sub> Yes

<sub>2</sub> No

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

<sub>1</sub> BACKGROUND CHECKS

<sub>2</sub> BEHAVIORAL INTERVIEWING: DISCOVERING HOW THE CANDIDATE ACTS IN SPECIFIC EMPLOYMENT-RELATED SITUATIONS

<sub>3</sub> COMPETENCY-BASED ASSESSMENT

<sub>4</sub> PSYCHOLOGICAL, ABILITY, PERSONALITY, OR HONESTY TESTING

<sub>5</sub> SKILLS ASSESSMENT

<sub>6</sub> TESTS MEASURING ANALYTIC AND/OR WRITING SKILLS

<sub>7</sub> TESTS ON CHILD WELFARE POLICIES AND PROCEDURES

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

<sub>9</sub> 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?

<sub>1</sub> Yes

<sub>2</sub> 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]

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

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Very Prepared
- <sub>2</sub> Somewhat prepared
- <sub>3</sub> 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]

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

- <sub>1</sub> Very well

- <sub>2</sub> Somewhat well
- <sub>3</sub> 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?

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Very adequately
- <sub>2</sub> Somewhat adequately
- <sub>3</sub> Not at all adequately

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

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Yes
- <sub>2</sub> 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)

- <sub>1</sub> Managing child maltreatment investigations
- <sub>2</sub> Procedures for court proceedings
- <sub>3</sub> Providing social services and supports
- <sub>4</sub> Flexible funding
- <sub>5</sub> 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?

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Yes
- <sub>2</sub> No

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

- <sub>1</sub> Very adequately
- <sub>2</sub> Somewhat adequately
- <sub>3</sub> 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)

- <sub>1</sub> Managing child maltreatment investigations
- <sub>2</sub> Procedures for court proceedings
- <sub>3</sub> Providing social services and supports
- <sub>4</sub> Flexible funding
- <sub>5</sub> 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?

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

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

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> DON'T KNOW

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

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

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

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> DON'T KNOW

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

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> 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?

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> 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?

- <sub>1</sub> Yes
- <sub>2</sub> No
- <sub>3</sub> DON'T KNOW

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

- <sub>1</sub> Male
- <sub>2</sub> Female
- <sub>3</sub> 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]

- <sub>1</sub> No, not of Hispanic, Latino/a, or Spanish origin
- <sub>2</sub> Yes, Cuban
- <sub>3</sub> Yes, Mexican, Mexican-American, Chicano/a
- <sub>4</sub> Yes, Puerto Rican
- <sub>5</sub> Yes, Another Hispanic, Latino/a, or Spanish origin
- <sub>6</sub> 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]

- <sub>1</sub> WHITE
- <sub>2</sub> BLACK OR AFRICAN AMERICAN
- <sub>3</sub> AMERICAN INDIAN OR ALASKA NATIVE
- <sub>4</sub> ASIAN INDIAN
- <sub>5</sub> CHINESE
- <sub>6</sub> FILIPINO
- <sub>7</sub> JAPANESE
- <sub>8</sub> KOREAN
- <sub>9</sub> VIETNAMESE
- <sub>10</sub> OTHER ASIAN
- <sub>11</sub> NATIVE HAWAIIAN
- <sub>12</sub> GUAMANIAN OR CHAMORRO
- <sub>13</sub> SAMOAN
- <sub>14</sub> OTHER PACIFIC ISLANDER
- <sub>15</sub> 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?

<sub>1</sub> Yes

<sub>2</sub> No

<sub>3</sub> 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?

<sub>1</sub> SUPERVISOR

<sub>2</sub> ADMINISTRATOR

<sub>3</sub> BOTH

<sub>4</sub> NEITHER

<sub>5</sub> 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?

<sub>1</sub> Yes

<sub>2</sub> No

<sub>3</sub> 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?

<sub>1</sub> Increased

<sub>2</sub> Decreased

<sub>3</sub> Been relatively stable

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

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

5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				

**EXIT2**      Thank you for completing this survey. We appreciate your feedback.