

## SUPERVISOR SURVEY

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

**INTRO1** Thank you for participating in our survey. The first set of questions ask about your professional experience and primary job responsibilities.

**Q1** What is your primary role or job responsibility?

- 1 SUPERVISING CHILD WELFARE CASEWORKERS
- 2 OTHER (SPECIFY): \_\_\_\_\_

In total, how long have you been a supervisor...

**Q2a** In any child welfare agency?

YEARS

**OR**

MONTHS

**Q2b** In this child welfare agency?

YEARS

**OR**

MONTHS

**Q3** How long have you worked in the field of child welfare in any capacity?

YEARS

**OR**

MONTHS

**Q4a** Do you have direct practice experience working with a caseload of children and families?

- 1 YES
- 2 NO

**Q4b** Were you promoted to your current role from within this agency?

- 1 YES
- 2 NO

**Q4c** Prior to obtaining your current supervisory position, were you required to have a certain number of hours as a supervisor with managerial or supervisory oversight, complete an exam, or something else? [CODE ALL THAT APPLY]

- 1 COMPLETE EXAM OR OTHER COMPETENCY ASSESSMENT PROCESS
- 2 HOURS IN SUPERVISORY ROLE
- 3 OTHER (SPECIFY): \_\_\_\_\_

**Q5a** Which of the following types of training have you received at this agency? Training on... [CODE ALL THAT APPLY]

- 1 Active Listening
- 2 Clear and Effective Communication with Different Audiences
- 3 Coaching to Facilitate Staff Learning and Skill Building
- 4 Collaboration and Teamwork
- 5 Critical Thinking
- 6 Cultural Competence
- 7 Evidence-Based Practice or Building Evidence in Child Welfare
- 8 Foster Care Prevention Services
- 9 Leadership
- 10 Managing Change Initiatives
- 11 Mentoring and Support of Staff
- 12 Preventing and Addressing Secondary Traumatic Stress
- 13 Recruiting and Hiring New Staff
- 14 Supervision of Staff, including Evaluating and Managing Staff Performance
- 15 Training New Staff

**Q5b** Are you offered professional development opportunities at this agency **beyond the training opportunities you just reported**? Professional development includes opportunities to gain and improve the knowledge and skills important to your position and job performance. This can include earning or maintaining professional credentials, attending conferences, or other learning opportunities.

- 1 YES
- 2 NO

**Q5c** [IF Q5b=1]

Please look at CARD X. What types of professional development opportunities are you offered at this agency? [CODE ALL THAT APPLY]

- 1 ATTENDANCE AT AGENCY-BASED CONFERENCES
- 2 ATTENDANCE AT NATIONAL CONFERENCES
- 3 ATTENDANCE AT REGIONAL CONFERENCES
- 4 ATTENDANCE AT STATE CONFERENCES
- 5 COACHING
- 6 CONTINUING EDUCATION COURSES
- 7 FORMAL MENTORING OR SHADOWING PROGRAMS
- 8 MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS
- 9 TUITION ASSISTANCE OR REIMBURSEMENT FOR DEGREE-RELATED COURSEWORK
- 10 WEBINARS AND/OR WORKSHOPS
- 11 OTHER (SPECIFY): \_\_\_\_\_

**Q5d** Does your agency typically fund all or part of your professional development, whether through reimbursement or paid time off to attend?

- 1 YES
- 2 NO

**INTRO2** Next, we'd like to learn more about your background.

**Q6** Please look at CARD X. What is the highest degree, diploma, or certificate that you have completed?

- 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)

**Q7a** [IF Q6=5 OR 6 OR 7 OR] Do you have a degree in **social work**?

- 1 YES
- 2 NO

**Q7b** [IF Q7a= 2] What is your degree in?

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**Q7c** [IF Q7a=1] Which degrees do you hold in **social work**? [CODE ALL THAT APPLY]

- 1 Bachelor's degree in Social Work
- 2 Master's degree in Social Work
- 3 PhD or Doctor of Social Work

**Q7d** [IF Q7c=1] Some social work programs provide the opportunity for students to focus their studies on child and family or child welfare issues. Many programs also provide federally funded Title IV-E stipends to students who are employed or preparing for employment in a child welfare agency. Did you receive a Title IV-E stipend for your Bachelor's degree?

- 1 YES
- 2 NO
- 3 RECEIVED STIPEND BUT UNSURE IF TITLE IV-E

**Q7e** [IF Q7c=2] Did you receive a Title IV-E stipend for your Master's degree?

- 1 YES
- 2 NO
- 3 RECEIVED STIPEND BUT UNSURE IF TITLE IV-E

**Q7f** [IF Q7c=2 OR 3] Have you ever been licensed or certified by a state to independently practice social work at the Bachelor's or Master's degree level?

- 1 YES
- 2 NO

**Q7g** [IF Q7f=1] Are you currently licensed or certified by a state to independently practice social work at the Bachelor's or Master's degree level?

- 1 YES
- 2 NO

**Q8** What is your sex?

- 1 Male
- 2 Female

**Q9** Are you 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

**Q10** Please look at CARD X. What is your 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

**Q11** In what year were you born?

\_\_\_\_\_ YEAR

**INTRO3** The next set of questions are about the caseworkers you supervise.

**Q12** What is the average caseload size for the caseworkers you supervise? A caseworker might have more than one child within a particular case. Please count these children as part of one case.

CASES

**Q13** On average, about how many total children does each caseworker have in their caseload?

CHILDREN

**Q14** How has turnover for the caseworkers you supervise varied in the past 2 years? Would you say turnover has increased, decreased, or been relatively stable?

- 1 INCREASED
- 2 DECREASED
- 3 BEEN RELATIVELY STABLE

**Q15** [IF Q14=1] Please look at CARD X. What are the top three reasons staff from this unit have left in the past 2 years?

- 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): \_\_\_\_\_

**Q16** How many caseworkers do you currently supervise?

\_\_\_\_\_ NUMBER

**Q17** What types of caseworkers do you supervise? [CODE ALL THAT APPLY]

- 1 Caseworkers who conduct CPS investigations or assessments
- 2 Caseworkers who provide in-home services
- 3 Caseworkers who provide ongoing case management

**Q18** This study involves interviewing other supervisors like yourself, agency directors/administrators, and caseworkers about their work and experiences. To help us select a random sample of caseworkers within your agency, we would like to collect the names and contact information of the caseworkers you supervise. We will randomly select one or more caseworkers from this list and offer them the opportunity to

participate. Their participation will be completely voluntary, and their responses will be kept private.

	First Name	Last Name	Phone Number xxx-xxx-xxxx	Email Address
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

**INTRO4** The next set of questions asks about caseworker training and professional development at your agency.

**Q19** Does your agency have pre-service training requirements for new caseworkers? That is, training that must be completed before a new caseworker is assigned a caseload or begins working with families?

- 1 YES
- 2 NO

**Q20** [IF Q19=1] What amount of pre-service training is required?

\_\_\_\_\_ HOURS

**Q21** Are new caseworkers assigned a “coach” or “mentor” within the agency, such as a more experienced caseworker, who can help answer questions or provide support?

- 1 YES
- 2 NO

**Q22** Do new caseworkers “shadow” experienced caseworkers by accompanying them on client visits or attending agency meetings prior to working their assigned caseload?

- 1 YES
- 2 NO

**Q23** Does your agency have annual in-service training requirements for caseworkers?

- 1 YES
- 2 NO

**Q24** [IF Q23=1] What amount of in-service training is required?

\_\_\_\_\_ HOURS

**Q25** What percentage of the trainings caseworkers attend are conducted by someone within your agency versus an outside vendor or entity?

% AGENCY

% OUTSIDE VENDOR OR ENTITY

**Q26** Are trainings typically held at your agency or at an offsite location?

- 1 AGENCY
- 2 OFFSITE LOCATION

**Q27** How are caseworkers trained? [CODE ALL THAT APPLY]

- 1 By reviewing a slide presentation or other materials on their own
- 2 By participation in a Community of Learning or peer-to-peer network
- 3 Conference calls
- 4 In-person sessions
- 5 On-the-job training on their own. For example, following a checklist and completing certain tasks in the field.
- 6 On-the-job training with support. For example, shadowing a coworker or being coached by a supervisor.
- 7 Webinars, online courses, or e-learning modules
- 8 Other (SPECIFY): \_\_\_\_\_

**Q28a** How often are caseworkers in your agency required to complete a test or some other assessment of their learning after a training session is held? Would you say...

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q28b** [IF Q28a=1 OR 2 OR 3 OR 4] How is caseworker learning typically assessed?



- 1 Through a test or assessment administered immediately after training
- 2 Through a test or assessment administered immediately after training and again 6-12 months later
- 3 By demonstrating to his/her supervisor how the knowledge should be applied to practice
- 4 By reporting back to his/her supervisor how the application of learning impacted work with clients

**Q29a** Please look at Card X. Professional development includes opportunities to gain and improve the knowledge and skills important to their position and job performance. This can include earning or maintaining professional credentials, attending conferences, and informal learning opportunities. Which of the following types of professional development opportunities are caseworkers in your agency offered? [CODE ALL THAT APPLY]

- 1 ATTENDANCE AT AGENCY-BASED CONFERENCES
- 2 ATTENDANCE AT NATIONAL CONFERENCES
- 3 ATTENDANCE AT REGIONAL CONFERENCES
- 4 ATTENDANCE AT STATE CONFERENCES
- 5 COACHING
- 6 CONTINUING EDUCATION COURSES
- 7 FORMAL MENTORING OR SHADOWING PROGRAMS
- 8 MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS
- 9 TUITION ASSISTANCE OR REIMBURSEMENT FOR DEGREE-RELATED COURSEWORK
- 10 WEBINARS AND/OR WORKSHOPS
- 11 OTHER (SPECIFY): \_\_\_\_\_

**Q29b** Does your agency typically fund all or part of caseworkers' professional development, whether through reimbursement or paid time off to attend?

- 1 YES
- 2 NO

**Q30** How often do the caseworkers you supervise engage in voluntary training or professional development opportunities when offered? Would you say...

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q31** [IF Q30=3 OR 4 OR 5] What reasons do caseworkers give for not engaging in these types of activities? [CODE ALL THAT APPLY]

- 1 HAVE TO BE COMPLETED ON THEIR OWN TIME/AFTER WORKING HOURS
- 2 NOT ENOUGH TIME DURING THE WORK DAY
- 3 NOT INTERESTED
- 4 NOT REIMBURSED/CASEWORKERS HAVE TO PAY OUT OF POCKET
- 5 NOT SATISFIED WITH THE QUALITY OF TRAININGS OR HOW THEY ARE CARRIED OUT
- 6 NOT TIED TO CAREER ADVANCEMENT OR SALARY INCREASES
- 7 OPPORTUNITIES TOO LIMITED
- 8 OPPORTUNITIES NOT RELEVANT TO THEIR JOB
- 9 OTHER (SPECIFY): \_\_\_\_\_

**INTRO5** The next set of questions focus on your interactions with the caseworkers you supervise.

**Q32** Do you meet individually with the caseworkers you supervise?

- 1 YES
- 2 NO

**Q33** [IF Q32=1] How often do you meet individually with the caseworkers you supervise?

- 1 MULTIPLE TIMES A WEEK
- 2 WEEKLY
- 3 BIWEEKLY (I.E., EVERY OTHER WEEK OR TWICE PER MONTH)
- 4 MONTHLY
- 5 QUARTERLY
- 6 SEMI-ANNUALLY
- 7 ANNUALLY

**Q34** Do you have dedicated or protected time for individual supervision of caseworkers?

- 1 YES
- 2 NO

**Q35** [IF Q34=1] About what percentage of your time as a supervisor is dedicated to individual supervision of caseworkers?

\_\_\_\_\_ %

**Q36** [IF Q34=1] What topics are most frequently covered in your individual meetings with caseworkers? [CODE ALL THAT APPLY]

- 1 AGENCY POLICIES AND PROCEDURES
- 2 AVAILABLE SERVICES RESOURCES TO ASSIST FAMILIES
- 3 COACHING AND MENTORING
- 4 DATA REPORTS
- 5 PLANNING FOR CASEWORKER SAFETY
- 6 REVIEW OF INDIVIDUAL CASES TO DETERMINE NEXT STEPS
- 7 REVIEW OF CASEWORKER RESPONSE TO INDIVIDUAL CASES AND LESSONS LEARNED
- 8 STRESS MANAGEMENT
- 9 TIME MANAGEMENT
- 10 TRAINING OR PROFESSIONAL DEVELOPMENT OPPORTUNITIES

**Q37** Do you hold group supervision meetings with caseworkers?

- 1 YES
- 2 NO

**Q38** [IF Q37=1] About how often do you hold group supervision meetings with caseworkers?

- 1 MULTIPLE TIMES A WEEK
- 2 WEEKLY
- 3 BIWEEKLY (I.E., EVERY OTHER WEEK OR TWICE PER MONTH)
- 4 MONTHLY
- 5 QUARTERLY
- 6 SEMI-ANNUALLY
- 7 ANNUALLY

**Q39** [IF Q37=1] How many caseworkers typically attend the group supervision meetings?

\_\_\_\_\_ NUMBER

**Q40** [IF Q37=1] What topics are most frequently covered in your group supervision meetings with caseworkers? [CODE ALL THAT APPLY]

- 1 AGENCY POLICIES AND PROCEDURES
- 2 AVAILABLE SERVICES RESOURCES TO ASSIST FAMILIES
- 3 COACHING AND MENTORING
- 4 DATA REPORTS
- 5 PLANNING FOR CASEWORKER SAFETY
- 6 REVIEW OF INDIVIDUAL CASES TO DETERMINE NEXT STEPS
- 7 REVIEW OF CASEWORKER RESPONSE TO INDIVIDUAL CASES

AND LESSONS LEARNED

8 STRESS MANAGEMENT

9 TIME MANAGEMENT

10 TRAINING OR PROFESSIONAL DEVELOPMENT OPPORTUNITIES

INTERVIEWER: HAND CARD X TO RESPONDENT. ALLOW RESPONDENT TO KEEP CARD X UNTIL THEY HAVE ANSWERED Q42.

**Q41** Which supervisory skills would you say are critical to success in your job? [CODE ALL THAT APPLY]

- 1 ADVOCATING FOR RESOURCES AND OTHER SUPPORTS NECESSARY TO SUPPORT THE PROVISION OF SERVICES TO FAMILIES
- 2 ASSESSING AND SUPPORTING STAFF JOB SATISFACTION AND MORALE
- 3 ASSURING ETHICAL PRACTICE AND AN ETHICAL WORKPLACE
- 4 COACHING/MENTORING CASEWORKERS
- 5 COMMUNICATING EFFECTIVELY WITH LEADERSHIP, PEERS, AND CASEWORKERS
- 6 CREATING AND/OR MAINTAINING A POSITIVE LEARNING ENVIRONMENT
- 7 DEMONSTRATING CULTURALLY COMPETENT SUPERVISION AND DEVELOPING CULTURAL COMPETENCE IN STAFF
- 8 DEVELOPING STAFF IN A RANGE OF AREAS (E.G., CLINICAL PRACTICE, MANAGEMENT, POLICY, ETHICS, AND TRAINING)
- 9 EVALUATING STAFF PERFORMANCE AND RESPONDING TO PERFORMANCE ISSUES
- 10 MANAGING CASEWORKER WORKLOAD, INCLUDING TIME AND RESOURCES SPENT ON CASES
- 11 PROMOTING EVIDENCE-INFORMED PRACTICE
- 12 PROMOTING STAFF RESILIENCE AND ADDRESSING THE ORIGINS AND CONSEQUENCES OF WORK-RELATED STRESS
- 13 PROMOTING TEAM BUILDING AND PEER SUPPORT
- 14 RECOGNIZING INDICATORS OF POTENTIAL DANGER AND EMPLOYING STRATEGIES TO ENHANCE CASEWORKER SAFETY
- 15 SETTING CLEAR AND APPROPRIATE BOUNDARIES WITH CASEWORKERS
- 16 SUPERVISING CASEWORKERS IN IMPLEMENTING THE AGENCY'S PRACTICE MODEL
- 17 SUPPORTING PUBLIC RELATIONS BY REPRESENTING THE AGENCY IN THE COMMUNITY AND MANAGING STAKEHOLDER COMPLAINTS
- 18 TRAINING CASEWORKERS
- 19 UNDERSTANDING PERSONAL STRENGTHS AND LIMITATIONS AND REFERRING CASEWORKERS TO OTHERS AS NEEDED

- 20 WORKING WITH CASEWORKERS ON INDIVIDUAL PLANS FOR GROWTH AND DEVELOPMENT
- 21 OTHER (SPECIFY): \_\_\_\_\_

**Q42** [IF MORE THAN 3 SELECTED IN Q41] Of those skills, which three would you say are most critical to success in your job?

- 1 ADVOCATING FOR RESOURCES AND OTHER SUPPORTS NECESSARY TO SUPPORT THE PROVISION OF SERVICES TO FAMILIES
- 2 ASSESSING AND SUPPORTING STAFF JOB SATISFACTION AND MORALE
- 3 ASSURING ETHICAL PRACTICE AND AN ETHICAL WORKPLACE
- 4 COACHING/MENTORING CASEWORKERS
- 5 COMMUNICATING EFFECTIVELY WITH LEADERSHIP, PEERS, AND CASEWORKERS
- 6 CREATING AND/OR MAINTAINING A POSITIVE LEARNING ENVIRONMENT
- 7 DEMONSTRATING CULTURALLY COMPETENT SUPERVISION AND DEVELOPING CULTURAL COMPETENCE IN STAFF
- 8 DEVELOPING STAFF IN A RANGE OF AREAS (E.G., CLINICAL PRACTICE, MANAGEMENT, POLICY, ETHICS, AND TRAINING)
- 9 EVALUATING STAFF PERFORMANCE AND RESPONDING TO PERFORMANCE ISSUES
- 10 MANAGING CASEWORKER WORKLOAD, INCLUDING TIME AND RESOURCES SPENT ON CASES
- 11 PROMOTING EVIDENCE-INFORMED PRACTICE
- 12 PROMOTING STAFF RESILIENCE AND ADDRESSING THE ORIGINS AND CONSEQUENCES OF WORK-RELATED STRESS
- 13 PROMOTING TEAM BUILDING AND PEER SUPPORT
- 14 RECOGNIZING INDICATORS OF POTENTIAL DANGER AND EMPLOYING STRATEGIES TO ENHANCE CASEWORKER SAFETY
- 15 SETTING CLEAR AND APPROPRIATE BOUNDARIES WITH CASEWORKERS
- 16 SUPERVISING CASEWORKERS IN IMPLEMENTING THE AGENCY'S PRACTICE MODEL
- 17 SUPPORTING PUBLIC RELATIONS BY REPRESENTING THE AGENCY IN THE COMMUNITY AND MANAGING STAKEHOLDER COMPLAINTS
- 18 TRAINING CASEWORKERS
- 19 UNDERSTANDING PERSONAL STRENGTHS AND LIMITATIONS AND REFERRING CASEWORKERS TO OTHERS AS NEEDED
- 20 WORKING WITH CASEWORKERS ON INDIVIDUAL PLANS FOR GROWTH AND DEVELOPMENT

OTHER (SPECIFY): \_\_\_\_\_

**Q43** Please look at CARD X. Thinking about the caseworkers you supervise now or have supervised in the past, which three **types of knowledge** would you say are the most critical to a caseworker's success on the job? Knowledge of...

- 1 AGENCY'S CORE PRACTICE MODEL
- 2 CHILD AND FAMILY TEAMING
- 3 CHILD DEVELOPMENT
- 4 CHILD WELFARE LAW, POLICY, AND PROCEDURES
- 5 CULTURAL PRACTICES AND DIVERSITY
- 6 DISABILITIES AND SPECIAL HEALTH CARE NEEDS
- 7 DOMESTIC VIOLENCE
- 8 FAMILY DEVELOPMENT AND PARENTING
- 9 MENTAL HEALTH
- 10 SUBSTANCE ABUSE
- 11 TRAUMA-INFORMED PRACTICE
- 12 OTHER (SPECIFY): \_\_\_\_\_

**Q44** To what extent do the caseworkers you supervise possess these three most critical types of knowledge? Would you say...

- 1 To a great extent
- 2 To a moderate extent
- 3 To a small extent
- 4 Not at all

**Q45** Please look at CARD X. In what areas would the caseworkers you currently supervise benefit from more training? Knowledge of... [CODE ALL THAT APPLY]

- 1 AGENCY'S CORE PRACTICE MODEL
- 2 CHILD AND FAMILY TEAMING
- 3 CHILD DEVELOPMENT
- 4 CHILD WELFARE LAW, POLICY, AND PROCEDURES
- 5 CULTURAL PRACTICES AND DIVERSITY
- 6 DISABILITIES AND SPECIAL HEALTH CARE NEEDS
- 7 DOMESTIC VIOLENCE
- 8 FAMILY DEVELOPMENT AND PARENTING
- 9 MENTAL HEALTH
- 10 SUBSTANCE ABUSE
- 11 TRAUMA-INFORMED PRACTICE
- 12 OTHER (SPECIFY): \_\_\_\_\_

**Q46** Please look at CARD X. Which three **skills** would you say are the most critical to a caseworker's success on the job?

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

**Q47** To what extent do the caseworkers you supervise possess these three most critical skills? Would you say...

- 1 To a great extent
- 2 To a moderate extent
- 3 To a small extent
- 4 Not at all

**Q48** Please look at CARD X. In what areas would the caseworkers you supervise benefit from more training? [CODE ALL THAT APPLY]

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

**Q49a** Please look at CARD X. Which three **personal traits or characteristics** would you say are critical to a caseworker's success on the job?

- 1 ACCOUNTABILITY
- 2 ATTENTION TO DETAIL
- 3 COOPERATIVENESS AND THE ABILITY TO WORK WITH OTHERS
- 4 CULTURAL SENSITIVITY
- 5 DECISIVENESS
- 6 EMPATHY
- 7 FLEXIBILITY
- 8 INITIATIVE
- 9 INTEGRITY/HONESTY
- 10 RESILIENCE
- 11 SELF-CONFIDENCE
- 12 STRESS MANAGEMENT
- 13 TOLERANCE FOR UNCERTAINTY AND AMBIGUITY
- 14 OTHER (SPECIFY): \_\_\_\_\_

**Q49b** [IF MORE THAN 3 SELECTED IN Q39] Of those personal traits or characteristics, which three would you say are most critical to a caseworker's success on the job?

- 1 ACCOUNTABILITY
- 2 ATTENTION TO DETAIL
- 3 COOPERATIVENESS AND THE ABILITY TO WORK WITH OTHERS
- 4 CULTURAL SENSITIVITY
- 5 DECISIVENESS
- 6 EMPATHY
- 7 FLEXIBILITY
- 8 INITIATIVE
- 9 INTEGRITY/HONESTY
- 10 RESILIENCE
- 11 SELF-CONFIDENCE
- 12 STRESS MANAGEMENT
- 13 TOLERANCE FOR UNCERTAINTY AND AMBIGUITY
- 14 OTHER (SPECIFY): \_\_\_\_\_

**Q50** To what extent do the caseworkers you supervise possess these three most critical traits or characteristics? Would you say...



- 1 To a great extent
- 2 To a moderate extent
- 3 To a small extent
- 4 Not at all

**Q51** Please look at CARD X. In what areas would the caseworkers you currently supervise benefit from more training? [CODE ALL THAT APPLY]

- 1 ACCOUNTABILITY
- 2 ATTENTION TO DETAIL
- 3 COOPERATIVENESS AND THE ABILITY TO WORK WITH OTHERS
- 4 CULTURAL SENSITIVITY
- 5 DECISIVENESS
- 6 EMPATHY
- 7 FLEXIBILITY
- 8 INITIATIVE
- 9 INTEGRITY/HONESTY
- 10 RESILIENCE
- 11 SELF-CONFIDENCE
- 12 STRESS MANAGEMENT
- 13 TOLERANCE FOR UNCERTAINTY AND AMBIGUITY
- 14 OTHER (SPECIFY): \_\_\_\_\_

**INTRO6** The next set of questions ask about the safety of the caseworkers you supervise.

**Q52** How often have the caseworkers you supervise expressed concerns about their physical safety while in the field? Would you say...

- 1 Never
- 2 Rarely
- 3 Occasionally
- 4 Often
- 5 Very Often

**Q53** Does your agency provide caseworkers with training or strategies for maintaining their physical safety while in the field?

- 1 YES
- 2 NO

**Q54** How often do the caseworkers you supervise report being threatened, assaulted, or injured while in the field? Would you say...

- 1 Never
- 2 Rarely
- 3 Occasionally
- 4 Often
- 5 Very Often

**Q55** In the past year, have any of the caseworkers you supervise filed a workers' compensation claim because of an assault or injury sustained on the job?

- 1 YES
- 2 NO

**Q56** [IF Q55=1] About how many claims were filed in the past year by the caseworkers you supervise?

\_\_\_\_\_ NUMBER OF CLAIMS

**INTRO7** The following questions are about your relationship and interactions with your immediate boss or supervisor.

**Q57** How often do you know how satisfied your supervisor is with what you do? Would you say...

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never
- 6 I do not have a supervisor

Please indicate the extent to which you agree or disagree with each of the following statements:

**Q58** [ASK IF Q57=1, 2, 3, 4, OR 5] How well does your supervisor understand your job problems and needs? Would you say...

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q59** [ASK IF Q57=1, 2, 3, 4, OR 5] How well does your supervisor recognize your potential? Would you say...

- 1 Not at all

- 2 A little
- 3 Moderately
- 4 Mostly
- 5 Fully

**Q60** [ASK IF Q57=1, 2, 3, 4, OR 5] What are the chances that your supervisor would use his/her power to help you solve problems in your work? Would you say...

- 1 To a Great Extent
- 2 Somewhat
- 3 Neutral
- 4 Very Little
- 5 Not at All

**Q61** [ASK IF Q57=1, 2, 3, 4, OR 5] What are the chances your supervisor would “bail you out” even if it might negatively impact him/her? Would you say...

- 1 To a Great Extent
- 2 Somewhat
- 3 Neutral
- 4 Very Little
- 5 Not at All

**Q62** [ASK IF Q57=1, 2, 3, 4, OR 5] To what extent do you agree with the following statement: I have enough confidence in my supervisor that I would defend and justify their decision if he/she were not present to do so. Would you say...

- 1 Strongly Agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

**Q63** [ASK IF Q57=1, 2, 3, 4, OR 5] How would you characterize your working relationship with him/her? Would you say ...

- 1 Very Good
- 2 Good
- 3 Acceptable
- 4 Poor
- 5 Very Poor

**Q63a** How would you rate your overall relationship with the central administration at the state level?

- 1 Excellent
- 2 Very good

- 3 Good
- 4 Fair
- 5 Poor

**INTRO8** The next set of questions focus on how the coronavirus or COVID-19 pandemic may have impacted your work.

**Q64** How well were you supported through the COVID-19 transition to virtual work?

- 1 Very well
- 2 Somewhat well
- 3 Not very well

**Q65** How well were the caseworkers you supervise supported through the COVID-19 transition to virtual work?

- 1 Very well
- 2 Somewhat well
- 3 Not very well

**Q66** Did you receive any training related to the COVID-19 pandemic on the following topics?  
[CODE ALL THAT APPLY]

- 1 Providing remote supervision
- 2 Mitigating the risk of contagion among your staff
- 3 Supporting staff mental, physical, or financial well-being
- 4 Using virtual technology platforms
- 5 Engaging families using virtual platforms
- 6 Supporting virtual court proceedings
- 7 Conducting virtual risk assessments
- 8 Making service referrals
- 9 Helping clients access virtual telehealth services
- 10 Understanding the impact of COVID-19 on child trauma, stress, mental well-being, or physical well-being
- 11 Understanding the impact of COVID-19 on parent trauma, relapse, mental well-being, physical well-being, or financial well-being
- 12 Supporting your own well-being during the COVID-19 pandemic
- 13 Other (SPECIFY): \_\_\_\_\_

**Q66a** Is there a type of training you wish you could have received related to the COVID-19 pandemic but did not receive?

- 1 YES
- 2 NO

**Q66b** [IF Q66a=1] What type of training or trainings?

INTERVIEWER: RECORD THE VERBATIM RESPONSE IN THE SPACE BELOW.

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**Q67** Have your staff been able to complete or carry out the following work activities in the work-at-home environment during the COVID-19 pandemic? [CODE ALL THAT APPLY]

- 1 Receiving reports made to the child maltreatment hotline
- 2 Screening reports received by the hotline (For example: determining whether a report should be accepted or screened-in)
- 3 Assessing or investigating screened-in reports
- 4 Supporting caseworker visitations for children living with their biological families
- 5 Supporting caseworker visitations for children living in foster care
- 6 Evaluating home safety
- 7 Providing access to services and supports
- 8 Supporting court proceedings
- 9 Updating records and case notes
- 10 Other (SPECIFY): \_\_\_\_\_

**Q67a** [FOR EACH Q67 PRACTICE ENDORSED] How well did (FILL Q67 PRACTICE) function in a work-at-home environment?

- 1 Very well
- 2 Somewhat well
- 3 Not very well

**Q68** Has your agency taken any steps to ensure that families have access to hardware (e.g., computers, tablets, smart phones) needed to join virtual meetings to communicate with caseworkers and other child welfare agency staff?

- 1 YES
- 2 NO

**Q68b** Has your agency taken any steps to ensure that families have access to connectivity, such as internet access or wireless services needed to join virtual meetings to communicate with caseworkers and other child welfare agency staff?

- 1 YES
- 2 NO

**Q69** In your opinion, how possible was conducting virtual supervision during the COVID-19 pandemic?

- 1 Very possible
- 2 Somewhat possible
- 3 Not possible

**Q70** In your opinion, how possible was conducting virtual communication with families during the COVID-19 pandemic?

- 1 Very possible
- 2 Somewhat possible
- 3 Not possible

**INTERVIEWER: TURN THE LAPTOP OVER TO THE SUPERVISOR. WHEN HE/SHE IS DONE WITH THE REMAINING MODULES, GO THROUGH THE REMAINING SCREENS TO INDICATE THE SURVEY IS COMPLETE.**

For each of the questions that follow, enter your answers using the number keys at the top of the keyboard, then press the [Enter] key to save your answer and move on to the next question.

If you do not know the answer to a particular question, please press the [F3] key at the top of the keyboard to enter a “don’t know” response. To “refuse” a particular question, press the [F4] key.

**INTRO9** The next set of questions ask about the activities you may engage in as a supervisor to the caseworkers you manage. For each statement, please indicate if you engage in the activity Always, Very Often, Sometimes, Rarely, or Never.

**Q71a** I provide help to the caseworkers I supervise when they need it.

- 1 Always

- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71b** I support the caseworkers I supervise in difficult situations.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71c** I help the caseworkers I supervise learn and improve.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71d** I value and seriously consider the opinions of the caseworkers I supervise in case decision-making.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71e** I help the caseworkers I supervise prevent and address burnout.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71f** I regularly discuss with the caseworkers I supervise ways to help manage their workload.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71g** I provide guidance on cases the caseworkers I supervise are assigned to.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71h** I regularly review the case decisions of the caseworkers I supervise.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71i** I work with the caseworkers I supervise to set and assess their long-term case goals.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71j** I regularly seek ways to incorporate the training curriculum into practice for the caseworkers I supervise.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71k** I reinforce agency policies with the caseworkers I supervise.

- 1 Always
- 2 Very Often
- 3 Sometimes
- 4 Rarely
- 5 Never

**Q71l** I genuinely care about the caseworkers I supervise.

- 1 Always
- 2 Very Often
- 3 Sometimes



- 4 Rarely
- 5 Never

**INTRO10** The next set of questions ask about your future plans and the effects of performing your job and primary responsibilities.

**Q72a** How likely is it that you will still be working at this agency a year from now?

- 1 Not Likely
- 2 Somewhat Likely
- 3 Very Likely

**Q72b** [IF Q65a=1 OR 2] If you were to leave this agency do you envision conducting similar work at another agency, moving on to a different career, retiring, or something else?

- 1 Similar work
- 2 Different career
- 3 Retiring
- 4 Something else

**Q73** Is your work emotionally exhausting?

- 1 To a very high degree
- 2 To a high degree
- 3 Somewhat
- 4 To a low degree
- 5 To a very low degree

**Q73a** Do you feel burnt out because of your work?

- 1 To a very high degree
- 2 To a high degree
- 3 Somewhat
- 4 To a low degree
- 5 To a very low degree

**Q74** Does your work frustrate you?

- 1 To a very high degree
- 2 To a high degree
- 3 Somewhat
- 4 To a low degree
- 5 To a very low degree

**Q75** Do you feel worn out at the end of the working day?

- 1 Always
- 2 Often
- 3 Sometimes
- 4 Seldom
- 5 Never/almost never

**Q76** Are you exhausted in the morning at the thought of another day at work?

- 1 Always
- 2 Often
- 3 Sometimes
- 4 Seldom
- 5 Never/almost never

**Q77** Do you feel that every working hour is tiring for you?

- 1 Always
- 2 Often
- 3 Sometimes
- 4 Seldom
- 5 Never/almost never

**Q78** Do you have enough energy for family and friends during leisure time?

- 1 Always
- 2 Often
- 3 Sometimes
- 4 Seldom
- 5 Never/almost never

**INTRO11** The final set of questions ask about how you have been feeling during the **past 30 days**. For each question, please select the response that best describes how often you had this feeling.

**Q79** During the **past 30 days**, about how often did you feel nervous?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 A little of the time
- 5 None of the time

**Q80** During the **past 30 days**, about how often did you feel hopeless?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time

- 4 A little of the time
- 5 None of the time

**Q81** During the **past 30 days**, about how often did you feel restless or fidgety?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 A little of the time
- 5 None of the time

**Q82** During the **past 30 days**, about how often did you feel so sad or depressed that nothing could cheer you up?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 A little of the time
- 5 None of the time

**Q83** During the **past 30 days**, about how often did you feel that everything was an effort?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 A little of the time
- 5 None of the time

**Q84** During the **past 30 days**, how often did you feel down on yourself, no good, or worthless?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 A little of the time
- 5 None of the time

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