

**Information From
The Georgia Child Protective Services
Advisory Committee
2014 Division of Family and Children Services
Workforce Survey**

Purpose of the Survey

At its fall 2012 retreat, the Georgia Child Protective Services Advisory Committee (CPSAC), a CAPTA Citizens Review Panel, decided to get feedback from front line DFCS staff regarding their work environment. Concerned about the affect of reportedly low morale on service delivery, CPSAC elected to focus some of its efforts on advising DFCS on ways to improve worker recruiting and retention.

CPSAC's survey was a component of the panel's ongoing efforts to support best practice standards within Georgia's CAPTA funded programs. The survey was not designed or implemented as a means to criticize the management of child protective service activities nor was it designed for the advocating of any agenda.

Once evaluation of the survey is complete recommendations will be made regarding workforce recruiting and retention. The panel will complete the survey evaluation at its fall 2014 retreat.

Survey Method and Response

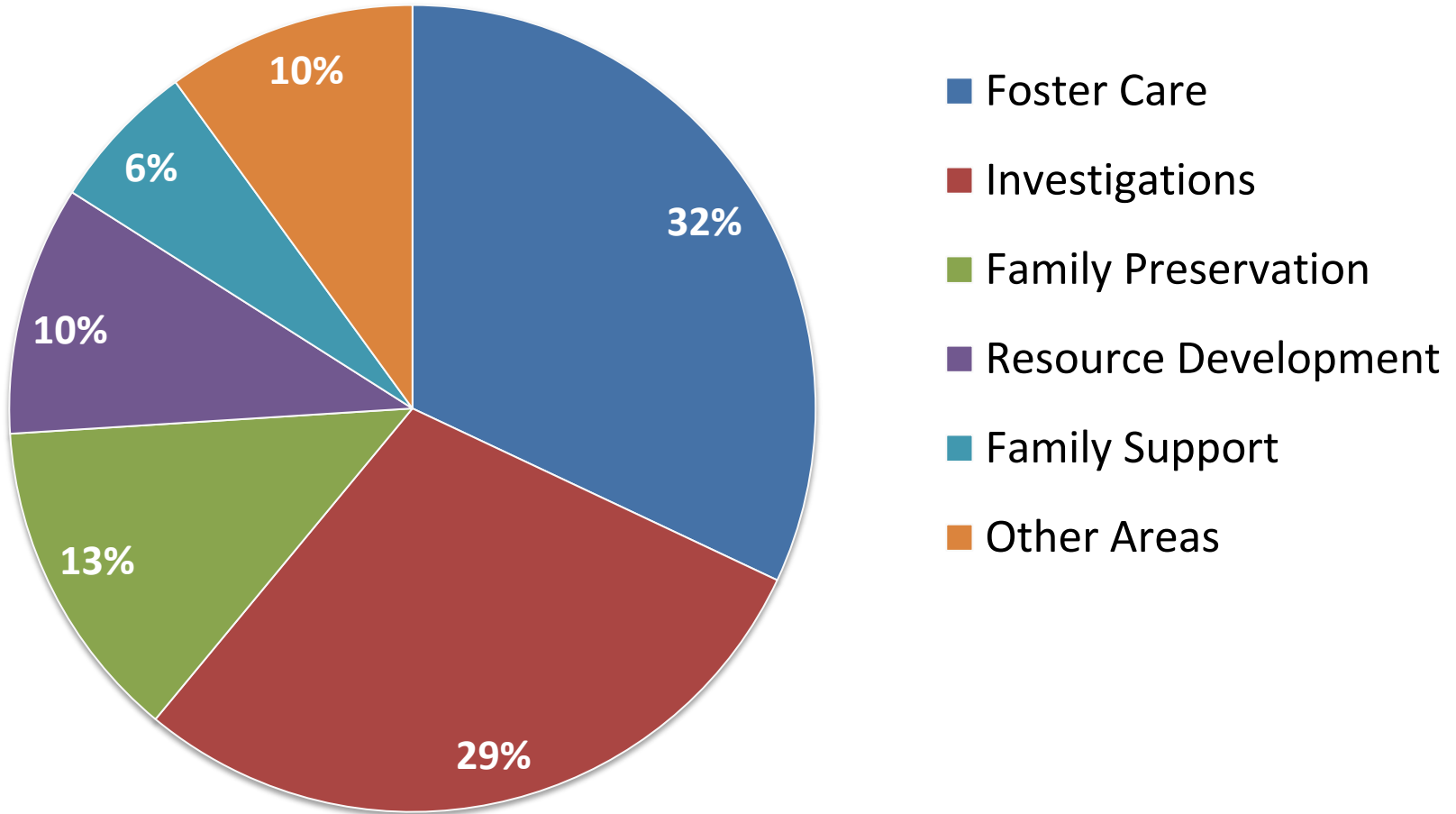
CPSAC surveyed Division of Family and Children Services (DFCS) staff in March and April 2014 to gain an understanding of the Social Services work environment and workforce concerns. The link to the survey was distributed to all DFCS staff and 1,516 staff opted in to take the survey.

The survey was not based on a statistical sample. While it may not be representative of all DFCS staff, findings, however, are informative and useful in understanding workforce perceptions.

The following is a summary of results for the subset of 462 frontline/case management staff and supervisors identifying themselves as working in Social Services. Most (73%) identified themselves as frontline/case management staff and 28% as supervisors.

The survey results are like a photograph at a given moment in time. Through careful analysis and thoughtful recommendations, CPSAC can provide useful suggestions for DFCS to use to improve worker recruiting and retention.

Program Areas of Frontline Staff and Supervisor Respondents



Tenure at DFCS

6 or more
years: 52%

1 to 5
years: 28%

< 1 Year:
20%

Tenure in current position at DFCS

> 3 years:
38%

1 to 3
years: 31%

< 1 Year:
31%

Perceptions about Work/Job

The vast majority of these frontline staff and supervisors reported their skills are put to use extremely or very effectively (72%). They rated their work as extremely or very meaningful (83%) and challenging (87%).

**Sample answers to the open-end question:
“What do you like most about your job?”**

Related to clients/partners

Helping/working with families

Helping/working with children/youth

Making a difference/seeing positive outcomes

Working with local community partners

Related to nature of work

Challenging work

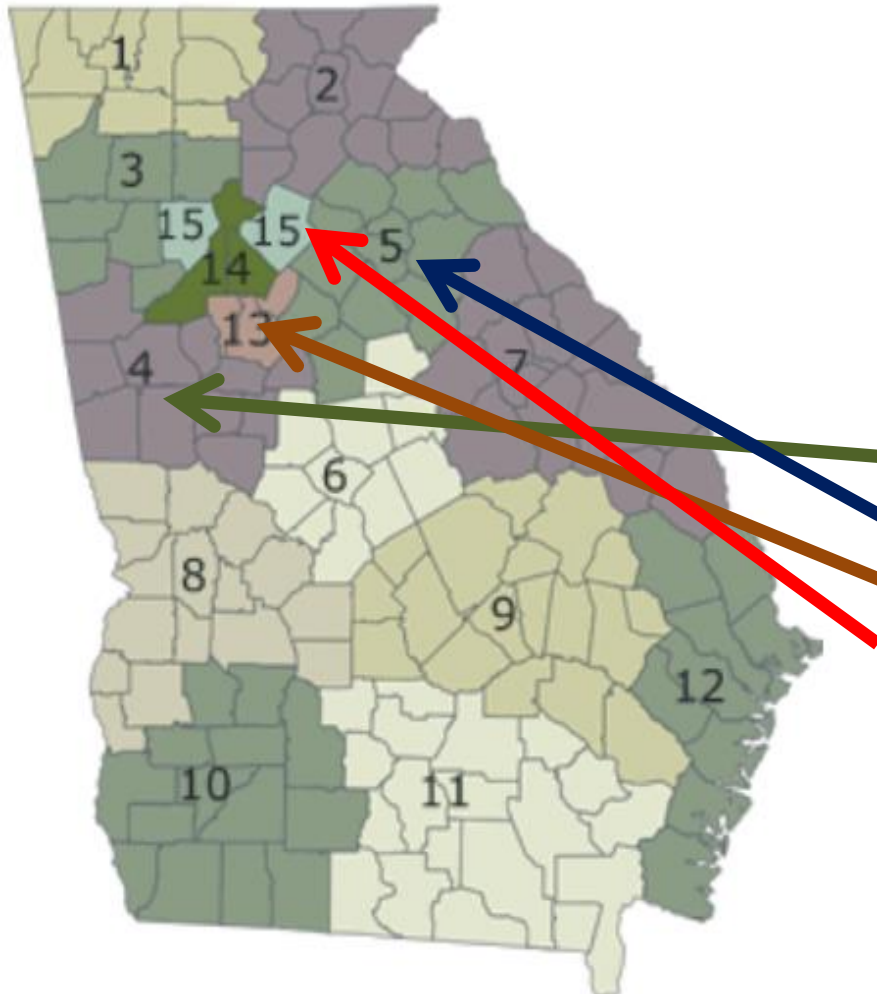
Excitement/staying busy, not boring

Office camaraderie and support, Staff and Team-building

Coaching/mentoring (Supervisors)

Working with Families - Time

20% of the frontline staff and supervisors indicated they always or frequently have sufficient time to work with the children and families on their caseloads while 39% indicated they seldom or never have sufficient time.



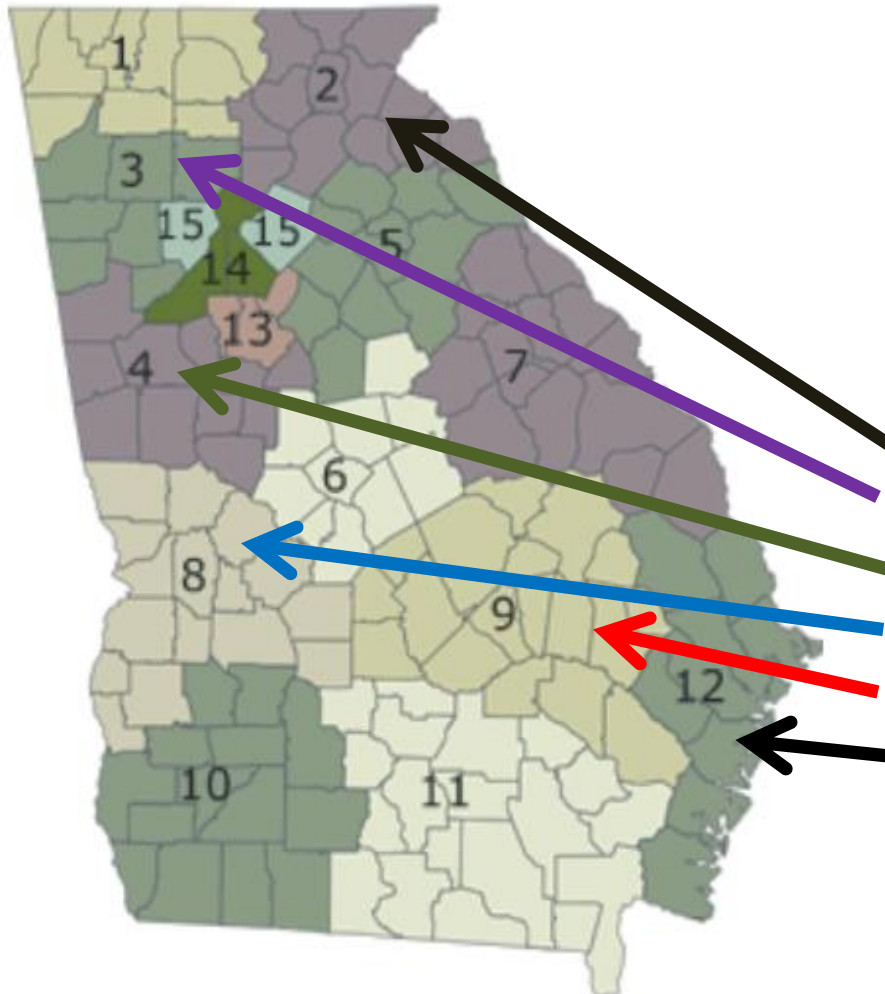
Regions with the most staff indicating they seldom or never have sufficient time to work with the children and families on caseloads:

**Region 4 (49%),
Region 5 (54%),
Region 13 (58%), and
Region 15 (47%).**

Working with families – Availability of or access to services

Many frontline staff and supervisors indicated that it was very or somewhat difficult to obtain appropriate or sufficient professional/clinical services (45%).

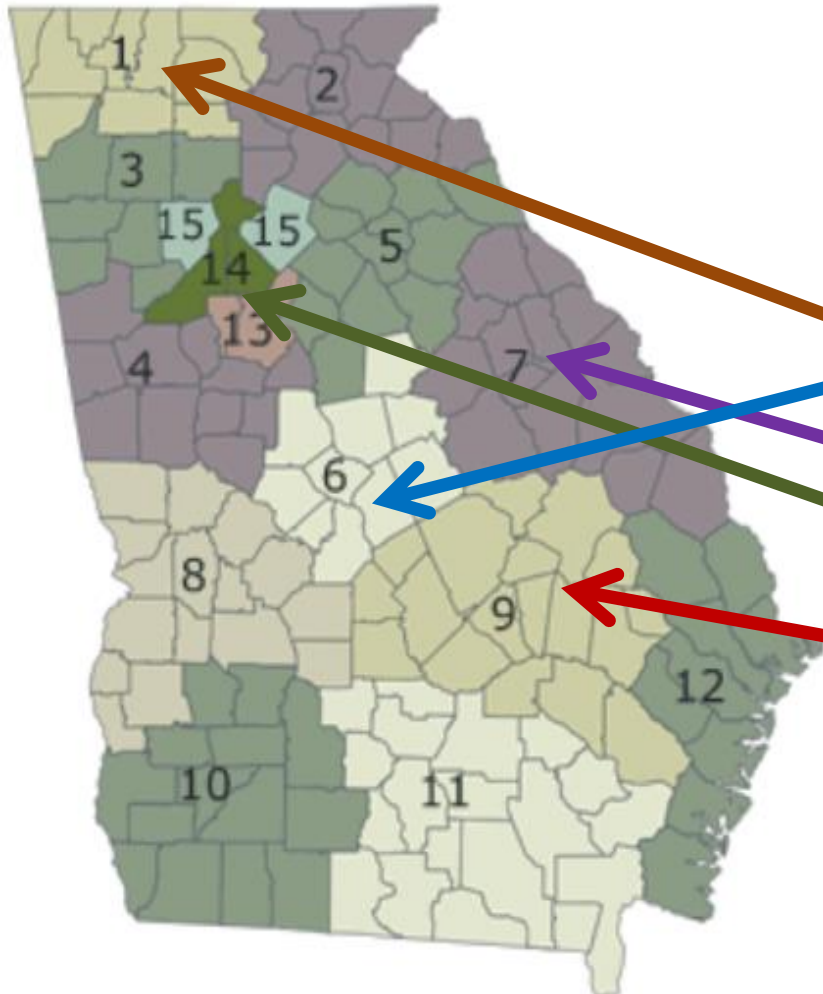
In six of the 15 regions half or more (50% to 62%) of the frontline staff and supervisors indicated it was very or somewhat difficult to obtain appropriate or sufficient professional or clinical services:



- Region 2
- Region 3
- Region 4
- Region 8
- Region 9, and
- Region 12

Working with families – Availability of Community Services

Difficulty in obtaining community resources was even greater. The percentage that indicated it was very or somewhat difficult to obtain sufficient community services was 55% overall. Answers ranged from 38% to 82%.



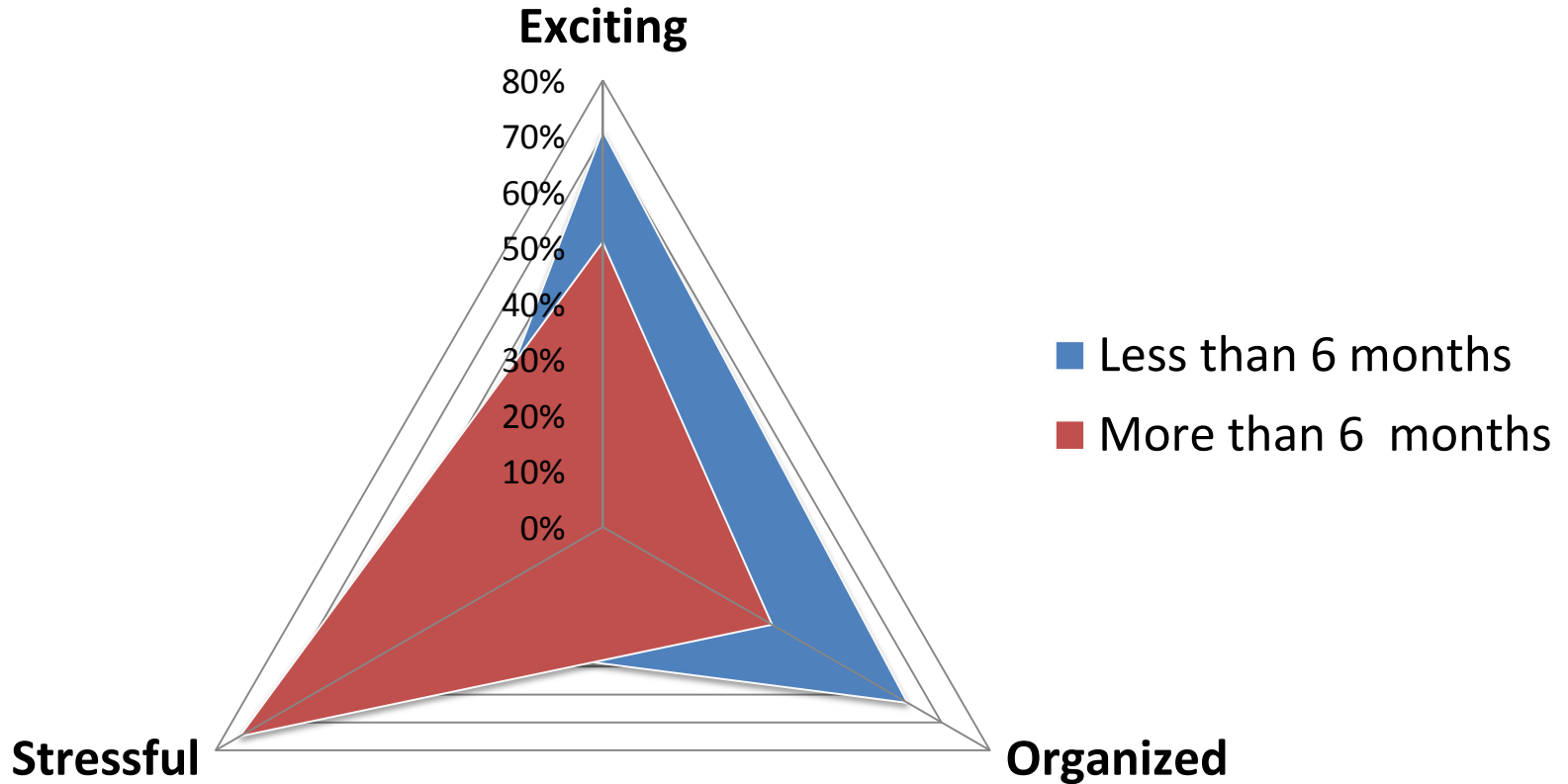
Only four regions has less than 50% indicating it was very or somewhat difficult to obtain services:

Region 1,
Region 6,
Region 7 and
Region 14.

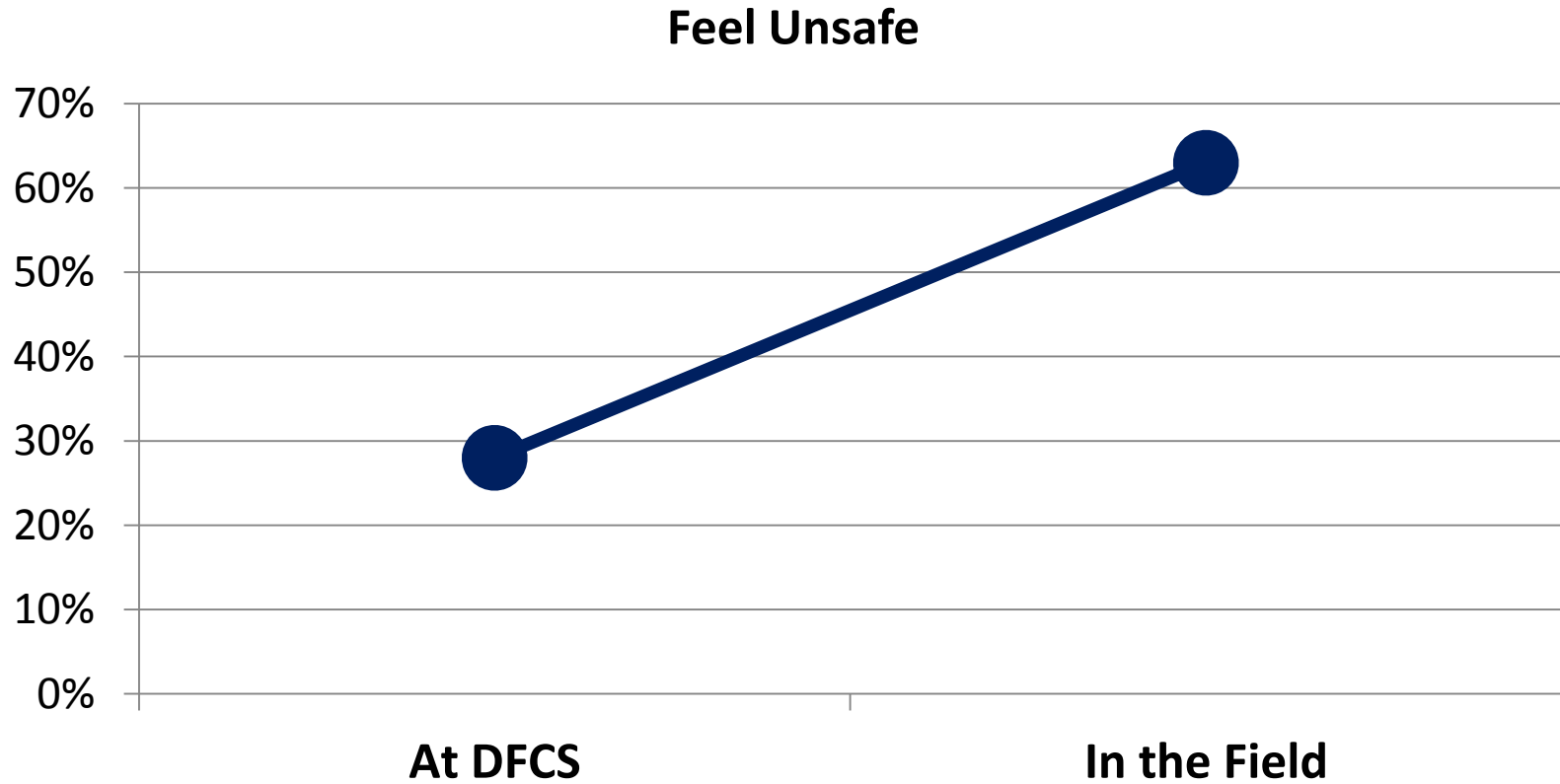
Region 9 had the highest percentage indicating difficulty in obtaining community resources (82%).

Working At DFCS

The cumulative effect on work place perceptions



Working At DFCS - Personal Safety



More than a fourth (28%) indicated they were concerned for their personal safety at least sometimes when working in the office. This jumped to 68% when working in the field.

Working At DFCS – Job Satisfaction



Overall job satisfaction was significantly related to agency tenure. The primary difference was for workers with less than six months of tenure, who were more likely to say they were somewhat or extremely satisfied (89%) compared to workers with six or more months of tenure (40%).

Increasing Job Satisfaction

Frontline staff and supervisors were asked, in an open-ended question, “What, other than increased pay or lower caseloads, would increase their job satisfaction?” Many of the key themes repeatedly echoed across the state in their responses regarding job satisfaction:

More staff and lower caseloads

Better technology (access, reliability)

Appreciation and respect within DFCS and the broader community

More and better resources for clients

Flexible time and teleworking

More/better training

Management support (county, region, state)

More time to work with families and children

Increasing Job Satisfaction, continued

Despite the question wording, compensation was an overriding theme statewide, with staff noting:

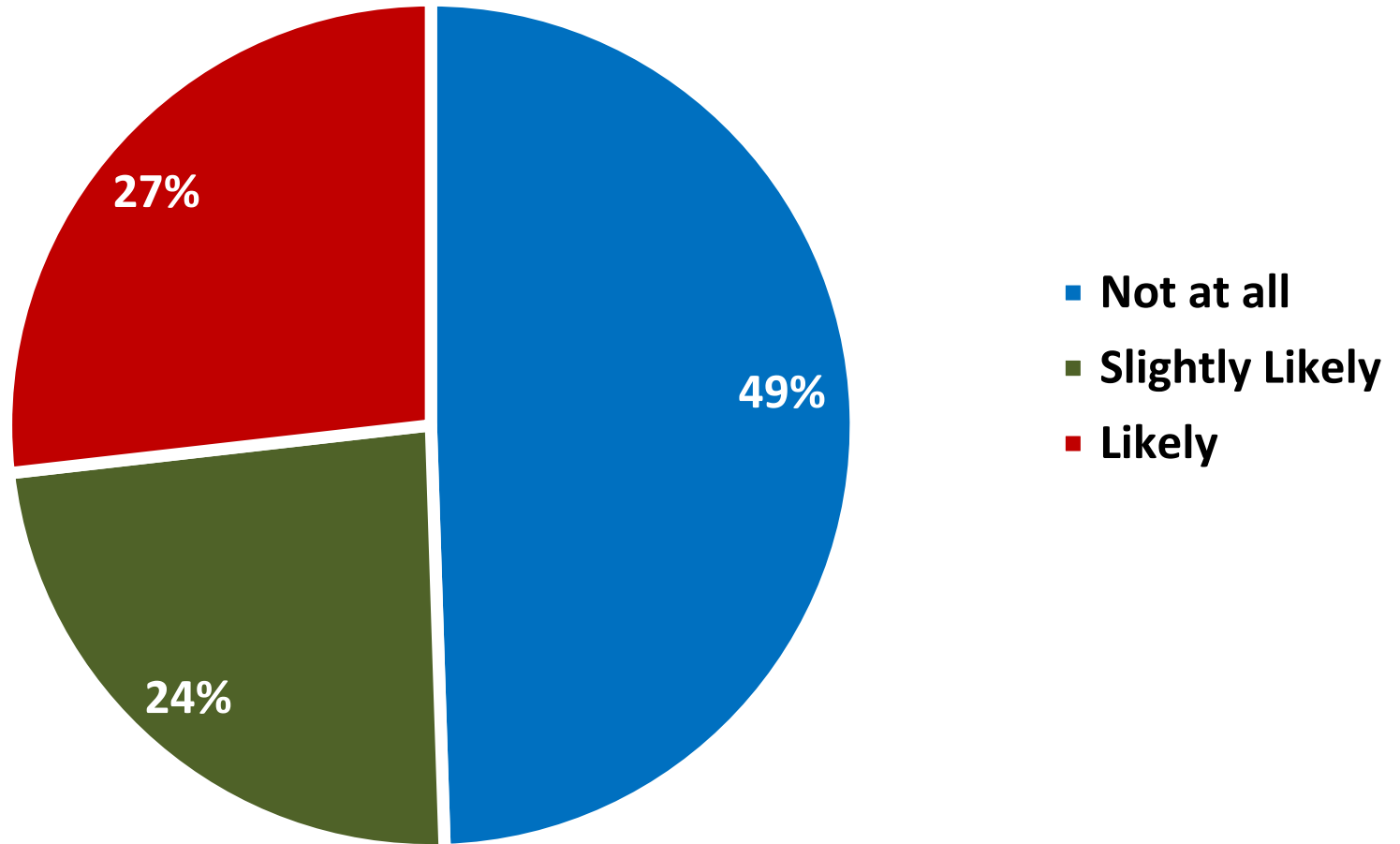
- Lack of raises, even for cost of living, for many years (some commenting they are making less than they did when they started)
- Compensation for overtime worked or being on call after hours
- Hazard pay for Investigation staff
- Performance-based incentives/rewards (e.g., pay, vacation time, gift cards)

Another key theme across the state was time:

Staff wanted not only time for working with children and families but also having time for their own children and families, or time for themselves. They wanted the ability to take leave time or compensatory time, have a regular schedule, and not have to work more than 40 hours so frequently.

Workforce Recruitment and Turnover

“How likely is it that you would advise a friend to work at DFCS?”



Workforce Recruitment and Turnover

“How likely are you to look for a job outside of DFCS in the coming year?”

