



Child Protective Investigator and Child Protective Investigator Supervisor Educational Qualifications, Turnover, and Working Conditions Status Report

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Mike Carroll

Interim Secretary

Rick Scott

Governor

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Purpose

The information provided within this report is designed to meet requirements contained within section 402.402(3), Florida Statute (F.S.), which requires that the Florida Department of Children and Families (Department) provide a status report to the Governor and Legislature as to the educational qualifications, turnover rates, and working conditions for the Department's child protective investigators, child protective investigator supervisors and other child protective investigative staff.

This report includes recent information related to the Department's full time equivalent (FTE) child protective investigation positions within the areas of:

- Child protective investigative minimum qualifications, base pay and position descriptions;
- The distribution of child protective investigative position across the six Department Regions and allocation of child protective investigative positions across the four child protective investigation class titles;
- The percentage of vacant child protective investigative positions;
- The monthly average number of new cases being assigned to all Child Protective Investigator and Senior Child Protective Investigator positions;
- The average number of Child Protective Investigators and Senior Child Protective Investigators supervised by Child Protective Investigator Supervisor – SES staff;
- Turnover rate for all child protective investigative positions;
- General educational information for all child protective investigative positions; and
- Employee satisfaction, opinion and concerns survey results.

Background

General Statutory Requirements

Chapter 39, Florida Statutes (F.S.) establishes requirements that Child Protective Investigators respond to and make determinations as to the overall validity of allegations of child abuse, abandonment or neglect. Child protective investigators are also required to assess the overall safety and well-being of children, initiate the removal of children (if needed) and assist in the linking of families to appropriate in-home services that are designed to help stabilize the family while helping to improve the overall safety and well-being of the child.

Department of Children and Families and Sheriff Office Investigations

In support of these statutory requirements the Department currently conducts child protective investigations in 61 of Florida's 67 counties. Sheriff's Offices perform child protective investigations in the remaining six counties (Broward, Hillsborough, Manatee, Pasco, Pinellas, and Seminole) under grant agreements with the Department. Unless otherwise specified, all information contained within this report addresses Department child protective investigative positions only.

Florida's Safety Decision Making Methodology

The Department is in the process of transitioning to a new practice model - the Safety Decision Making Methodology - which is designed to emphasize the engagement and empowerment of parents and caregivers while helping to ensure the overall safety and well-being of the child through the use of a uniform safety decision-making methodology and standardized risk

assessment tools. The Safety Methodology allows for the creation of standardized and comprehensive child protective investigative environment by establishing a:

- Common language for assessing child safety and well-being for both child protective investigators and Community Based Care case managers;
- Standardized framework by which all children are identified as being in a potentially unsafe environment;
- Common set of constructs that guide the development and maintenance of safety intervention strategies for those children that are identified as being in an unsafe environment; and
- Common framework for the identification of potential child safety issues that can then be integrated into the caregiver's case plan so as to ensure that efforts are made to address all of the core issues that are diminishing the caregiver's ability to fully protect the child.

The key to successful implementation of the Safety Methodology is to ensure that all of Florida's child welfare professionals have the skills and supervisory support needed to properly assess families and evaluate child safety issues through the consistent application of the Safety Methodology practice and tools. It is important to note that both the practice guidelines and the supporting tools were developed with the assistance of national experts from the National Resource Center for Child Protection and the Children's Research Center.

The Safety Methodology will require the Department's workforce to function differently as the state's child welfare system transitions away from a primarily incident driven safety assessment model to a model that guides the Department's workforce to gather more information about children and family dynamics, child and adult functioning and information on parenting styles and disciplines techniques. Careful, thoughtful training and supports are being delivered statewide to teach the Department's child protective investigators and child protective investigator supervisors so as to ensure that both the current and future workforce acquire the necessary skills. As the implementation progresses, some of the Department's current workforce may determine that they are not suited for this new practice approach and turnover may increase as some workers seek employment elsewhere within the child welfare system.

Child Protective Investigation Positions

Child Protective Investigative Minimum Qualifications, Base Pay and Position Descriptions

Current minimum qualifications for all child protective investigative positions require an applicant for employment:

- Hold a current valid State of Florida driver's license;
- Have completed a bachelor's degree from an accredited college or university with a preference given to degrees in social work, behavioral science, nursing or education field;
- Be in possession of a current Florida Child Protection certification for any senior or supervisory child protective investigation position or in the case of a Child Protective Investigator be able to successfully complete the Florida Child Protective Investigation certification requirement within twelve months of being hired.

The Department has divided child protective investigative positions into four class titles. These class titles and annual base salary for each of the classes are:

- Child Protective Investigator-\$39,600;
- Senior Child Protective Investigator-\$41,500;
- Child Protective Investigator – Field Support Supervisor-\$46,900; and
- Child Protective Investigator Supervisor – SES- \$49,200.

See the table on the next page for a full review of the base pay, general job description and minimum qualifications for all four of the Department's Child Protective Investigative classes.

Florida Department of Children and Families Child Protective Investigative Positions by Class Title, Base Pay, Job Description and Minimum Qualifications				
Class Title	Pay Grade	Base Pay	Job Description	Minimum Qualifications
Child Protective Investigator	019	\$39,600	This is professional work protecting children, working with families and conducting investigations of alleged abused, abandoned, neglected or exploited children, in the Department of Children and Families	<ul style="list-style-type: none"> • Current valid State of Florida driver's license; • A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field); • Must obtain Florida Child Protective Investigator certification within 12 months of hire • Preference given to individuals successfully completing the Department's Child Protection Internship
Senior Child Protective Investigator	020	\$41,500	Performs advanced (senior-level) child protective services work. Work involves investigating and analyzing child protective problems, taking corrective action for children, and overseeing and evaluating casework activities. May help plan, assign, and/or supervise the work of others. Works under minimal supervision, with extensive latitude for the use of initiative and independent judgment.	<ul style="list-style-type: none"> • Current valid State of Florida driver's license; and • A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field); • Two years of child protection related experience; • Current Florida Child Protective Investigator certification
Child Protective Investigator – Field Support Supervisor	021	\$46,900	Performs field based supervision, coaching, mentoring of investigative staff, primarily new, developing supervisory staff. However, they could be used to assist with staff that may need some additional coaching or development in certain areas. These positions will schedule time with investigators, as well as perform random visits. They provide field support to the supervisor in developing a well-trained and prepared investigative staff.	<ul style="list-style-type: none"> • Current valid State of Florida driver's license; • A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field); • Two years of child protection related experience; • Circuit and regional travel required • Current Florida Child Protective Investigator certification
Child Protective Investigator Supervisor - SES	421	\$49,200	This is an advanced-level professional supervisor. Directs the work of child protective investigators and support staff. The primary duty of the position is to spend the majority of the time communicating with, motivating, training and evaluating employees, planning and directing their work; and having the authority to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline subordinate employees to effectively recommend such actions.	<ul style="list-style-type: none"> • Current valid State of Florida driver's license; • A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field); • Three years of child protection related experience; • One year of coordinating the work of CPIs or supervisory/managerial experience; and • Current Florida Child Protective Investigator certification
Source: Florida Department of Children and Families, Child Protection Transformation Project Executive Steering Committee March 30, 2012 Professionalization Update				

Child Protective Investigative Position Classification, Distribution and Vacancies

During the 2014 Florida Legislative Session, the Department was allocated an additional 191 Child Protective Investigator positions and an additional 79 child protective investigative related positions, for a total of 270 additional positions. These new positions were introduced to the field on July 1, 2014 and the classification and distribution of these new positions within the existing child protective investigative workforce was fully incorporated within the Department's position allocation and vacancy information as of September 3, 2014 (see next page).

Classification, Allocation, and Vacancies of Department Child Protective Investigative Positions as of 9/3/2014					
Region	Class Title	Increase in Positions from 6/2/2014	Positions Allocation as of 9/3/2014	Total Vacant Positions	Percentage of Positions Vacant 9/3/2014
Northwest	Child Protective Investigator	+27	127	15	11.8%
	Senior Child Protective Investigator	+4	26	4	15.3%
	Child Protective Investigator – Field Support Supervisor	+5	8	4	50.0%
	Child Protective Investigator Supervisor - SES	+3	30	2	6.6%
Northwest Total		+39	191	25	13.0%
Northeast	Child Protective Investigator	+37	244	32	13.1%
	Senior Child Protective Investigator	+7	50	14	28.0%
	Child Protective Investigator – Field Support Supervisor	+9	14	8	57.1%
	Child Protective Investigator Supervisor - SES	+7	50	1	2.0%
Northeast Total		+60	358	55	15.3%
Central	Child Protective Investigator	+55	344	48	13.9%
	Senior Child Protective Investigator	+10	71	12	16.9%
	Child Protective Investigator – Field Support Supervisor	+12	17	10	58.8%
	Child Protective Investigator Supervisor - SES	+11	73	6	8.0%
Central Total		+86	505	76	15.0%
SunCoast	Child Protective Investigator	+20	110	44	40.0%
	Senior Child Protective Investigator	+2	21	12	57.1%
	Child Protective Investigator – Field Support Supervisor	+4	6	4	66.6%
	Child Protective Investigator Supervisor - SES	+4	22	2	9.0%
SunCoast Total		+30	159	62	38.9%
Southeast	Child Protective Investigator	+22	126	8	6.3%
	Senior Child Protective Investigator	+3	26	9	34.6%
	Child Protective Investigator – Field Support Supervisor	+4	7	4	57.1%
	Child Protective Investigator Supervisor - SES	+4	28	2	7.1%
Southeast Total		+33	187	23	12.2%
Southern	Child Protective Investigator	+20	114	22	19.2%
	Senior Child Protective Investigator	+3	24	6	25.0%
	Child Protective Investigator – Field Support Supervisor	+3	6	4	66.6%
	Child Protective Investigator Supervisor - SES	+4	25	3	12.0%
Southern Total		+30	169	35	20.7%
Statewide	Child Protective Investigator	+171	1,065	149	13.9%
	Senior Child Protective Investigator	+29	218	54	24.7%
	Child Protective Investigator – Field Support Supervisor	+37	58	34	58.6%
	Child Protective Investigator Supervisor - SES	+33	228	19	8.3%
Statewide Total		+270	1,569	256	16.3%

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2014-06-01 and 2014-09-03 as of 9/3/2014.

As the table on the prior page shows, the distribution and allocation of child protective investigative positions increased by 270 total positions between June 2, 2014 and September 3, 2014 and this increase has resulted in a 20.8% increase in child protective investigative positions.

On September 3, 2014 a review of People First data indicated that 16.3% of all child protective investigative positions were currently categorized as vacant.¹ The observed percentage on September 3, 2014 is largely due to the integration of the 270 new child protective investigative positions on July 1, 2014. Historical data indicates there are usually a limited number of vacant child protective investigative positions. For example, on June 3, 2014 People First data indicated the Department had only 27 vacant child investigative positions (2% of the total child protection investigative workforce).²

The Department currently estimates that it takes between 60-90 days to complete the hiring process for a child protective investigator. In an effort to improve and streamline the child protective investigator hiring process in June 2014 the Department initiated a Recruitment and Retention study. North Highland Worldwide Consulting was selected to lead this study and develop a report with findings and recommendations. This study team is currently reviewing the Department's child protective investigator recruitment, hiring process and employee retention strategies and is scheduled to deliver their findings and recommendations on September 30, 2014. The Department is currently scheduled to implement all of the approved recommendations by the 2nd Quarter 2014-15 state fiscal year.

Average Child Protective Investigator Caseloads and the Average Supervisor to Child Protective Investigator Ratio

Child Protective Investigator Caseload

The Department currently tracks child protective investigative caseload through the monitoring of the monthly average number of new cases that are assigned to the total number of allocated Child Protective Investigators and Senior Child Protective Investigators. With this number the Department can track and ensure both the distribution and allocation of child protective investigative positions across both the six Department Regions and within the four Class Titles are properly aligned with the Department's current volume of child abuse intakes.

The first element in determining the average number of new cases being assigned to Child Protective Investigators and Senior Child Protective Investigators on a monthly basis is a review of the total number of Florida Abuse Hotline Intakes (Initial and Additional) that required a child protective investigative response.

For the 2013-14 SFY the Florida Abuse Hotline accepted 136,212 total Intakes that were investigated by Department child protective investigative staff (Sheriff Offices Intakes

¹ Source: Florida Department of Children and Families, HR-Public Reports, Vacancy Report Statewide 2014-09-03 as of 9/3/2014.

² Source: Florida Department of Children and Families, HR-Public Reports, Vacancy Report Statewide 2014-06-03 as of 9/3/2014.

excluded).³ The table below shows a distribution for the entire Department led child abuse investigations for last two state fiscal years and across the six Department Regions.

Total Florida Abuse Hotline Intakes forwarded for Investigation by Region						
Agency	2012-13 SFY			2013-14 SFY		
	Initial	Additional	Total Initial and Additional	Initial	Additional	Total Initial and Additional
Northwest Region Investigations	15,439	1,357	16,796	15,282	1,686	16,968
Northeast Region Investigations	27,636	2,644	30,280	27,942	3,132	31,074
Central Region Investigations (Sheriff's Offices Excluded)	38,093	3,612	41,705	39,765	4,583	44,348
SunCoast Region Investigations (Sheriff's Offices Excluded)	11,991	1,180	13,171	12,140	1,539	13,679
Southeast Region Investigations (Sheriff's Offices Excluded)	14,385	1,177	15,562	14,651	1,424	16,075
Southern Region Investigations	11,991	1,180	13,171	12,140	1,539	13,679
Investigative Totals (Sheriff's Offices Excluded)	120,149	10,955	131,104	122,584	13,628	136,212
Note: The Citrus County Sheriff's Office stopped receiving and investigating child protective investigations on October 31, 2012 (four months into the 2012-13SFY) resulting in the transfer of all investigative responsibilities to the Central Region. Northwest, Northeast, and Southern Regions do not have Sheriffs' Offices responsible for conducting child protective investigations.						
Source: Florida Safe Families Network Data Mart as of 8/18/2014.						

Please see the tables on the next page for a review of the monthly average number of new investigations assigned to Child Protective Investigators and Senior Child Protective Investigators by available positions for the 2012-13, 2013-14 and estimated 201-15 SFYs.

Since Child Protective Investigators and Senior Child Protective Investigators conduct all child protective investigations and Child Protective Investigator – Field Support Supervisors and Child Protective Investigator Supervisor – SES positions provide coaching, mentoring, support and supervision of field staff, only Child Protective Investigators and Senior Child Protective Investigators positions are included within the count of available investigative positions.

³ Source: Florida Safe Families Network Data Mart as of 8/18/2014.

Monthly Average Number of New Investigations Assigned to the Total Number of Allocated Department Child Protective Investigators and Senior Child Protective Investigators for the 2013-14 SFY				
	Region	Total Investigative Intakes (Initial and Additional)	Total Child Protective Investigators and Senior Child Protective Investigators as of 6/3/13	Average Monthly Number of New Cases (Intakes/Investigators=X and X/12=Monthly Average Number of New Cases)
2012-13 SFY	Northwest	16,796	132	10.60
	Northeast	30,280	250	10.09
	Central	41,705	391	8.88
	SunCoast	13,171	109	10.06
	Southeast	15,562	86	15.07
	Southern	13,590	115	9.84
	Statewide	131,104	1083	10.08
2013-14 SFY	Northwest	16,968	132	10.71
	Northeast	31,074	250	10.35
	Central	44,348	350	10.55
	SunCoast	13,697	109	10.47
	Southeast	16,075	127	10.54
	Southern	14,068	115	10.19
	Statewide	136,212	1083	10.48
2014-15 SFY Estimated	Northwest	16,968	153	9.24
	Northeast	31,074	294	8.80
	Central	44,348	415	8.90
	SunCoast	13,697	131	8.71
	Southeast	16,075	152	8.81
	Southern	14,068	138	8.49
	Statewide	136,212	1283	8.84

Source: Florida Safe Families Network Data Mart as of 8/18/2014 and Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2014-09-03 as of 9/3/2014

The above table shows the monthly average number of new cases assigned to the total number of allocated Child Protective Investigators and Senior Child Protective Investigators for both the 2012-13 and 2013-14 SFY were 10.17 and 10.48 new cases per month. With the addition of the new child protective investigative positions that were allocated during the 2014 Florida Legislative Session, there should be a reduction in the monthly average number of new cases being assigned to Child Protective Investigators and Senior Child Protective Investigators. This reduction will help to move Florida's child protective capacity closer to the Child Welfare League of America (CWLA) recommended caseload standard for investigative worker caseload of 12 active cases per month.⁴ CWLA warns this number should not be construed to mean 12 active cases at any point in time, but 12 active cases in the workdays available during a designated 30-day period or month. As such, the primary objective of the Department over the next several months is to ensure that all of the new allocated child protective investigative positions are filled with qualified applicants and that these new hires are properly trained and prepared to manage all of the challenges associated with managing a full child abuse investigation caseload.

⁴ Source: *WLA Standards of Excellence for Services for Abused and Neglected Children and Their Families*. (1999) Child Welfare League of America, Inc., Washington, DC.

Child Protective Investigators and Senior Child Protective Investigators being supervised by Child Protective Investigator Supervisors - SES.

Child Protective Investigator Supervisor – SES positions are responsible for all of the supervisory duties associated with the management of Child Protective Investigator and Senior Child Protective Investigator positions. Child Protective Investigator – Field Support Supervisors provide investigative field support and coaching to Child Protective Investigators and Senior Child Protective Investigators but do not provide direct supervision of Child Protective Investigators. The average number of child protective investigators per Child Protective Investigator Supervisor – SES, is calculated by dividing the total number of allocated Child Protective Investigator Supervisor – SES by the total number of allocated Child Protective Investigators and Senior Child Protective Investigators. Over the course of the 2012-13 and 2013-14 SFY, the average number of positions that a Child Protective Investigator Supervisor – SES was responsible for supervising is approximately 5.5 positions.⁵ With the addition of the new child protective investigative positions that were allocated during the 2014 Florida Legislative Session the average number of Child Protective Investigators and Senior Child Protective Investigators per Child Protective Investigator Supervisor – SES staff increased to 5.6.⁶ For a complete review of the data by Department Region please see the table below.

Distribution of Department Child Protective Investigation Positions per Supervisor by Region by State Fiscal Year																					
Region	Position Allocation as of 6/3/2013							Position Allocation as of 6/2/2014							Position Allocation as of 9/3/2014						
	Northwest	Northeast	Central	SunCoast	Southeast	Southern	Statewide	Northwest	Northeast	Central	SunCoast	Southeast	Southern	Statewide	Northwest	Northeast	Central	SunCoast	Southeast	Southern	Statewide
Child Protective Investigator and Senior Child Protective Investigators	132	250	391	109	86	113	1,083	132	250	350	109	127	115	1,083	153	294	415	131	152	138	1,283
Child Protective Investigator Supervisor - SES	27	43	70	18	17	22	197	27	43	62	18	24	21	195	30	50	73	22	28	25	228
Average Child Protective Investigator and Senior Child Protective Investigators per Child Protective Investigator Supervisor - SES	4.8	5.8	5.5	6.0	5.0	5.1	5.4	4.8	5.8	5.6	6.0	5.2	5.4	5.5	5.1	5.8	5.6	5.9	5.4	5.5	5.6

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2014-09-03 as of 9/3/2014

⁵ Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2014-09-03 as of 9/3/2014

⁶ Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2014-09-03 as of 9/3/2014

Turnover

Over the course of the 2012-13 SFY, a total of 267 staff separated from a Department child protective investigative position. This number increased to 411 for the 2013-14 SFY (see table below).⁷

Turnover of Department Child Protective Investigation Positions by Region and Class Title							
Region	Class Title	Position Allocation as of 6/3/2013	Separated During the 2012-13 SFY	Percentage Turnover 2012-13 SFY	Position Allocation as of 6/2/2014	Separated During the 2013-14 SFY	Percentage Turnover 2012-13 SFY
Northwest	Child Protective Investigator	111	22	19.8%	110	38	34.5%
	Senior Child Protective Investigator	21	2	9.5%	22	3	13.6%
	Child Protective Investigator – Field Support Supervisor	3	0	0%	3	0	0%
	Child Protective Investigator Supervisor - SES	27	1	3.7%	27	3	11.1%
	Northwest Total	162	25	15.4%	162	44	27.1%
Northeast	Child Protective Investigator	207	37	17.8%	207	76	36.7%
	Senior Child Protective Investigator	43	2	4.6%	43	4	9.3%
	Child Protective Investigator – Field Support Supervisor	5	0	0%	5	0	0%
	Child Protective Investigator Supervisor - SES	43	3	6.9%	43	3	6.9%
	Northeast Total	298	42	14.0%	298	83	27.8%
Central	Child Protective Investigator	323	94	29.1%	289	107	37.0%
	Senior Child Protective Investigator	68	4	5.8%	61	13	21.3%
	Child Protective Investigator – Field Support Supervisor	6	0	0%	5	1	20.0%
	Child Protective Investigator Supervisor - SES	70	2	2.8%	62	13	20.9%
	Central Total	467	100	21.4%	417	134	32.1%
SunCoast	Child Protective Investigator	90	39	43.3%	90	45	50.0%
	Senior Child Protective Investigator	19	2	10.5%	19	4	21.0%
	Child Protective Investigator – Field Support Supervisor	2	0	0%	2	0	0%
	Child Protective Investigator Supervisor - SES	18	5	27.7%	18	3	16.6%
	SunCoast Total	129	46	35.6%	129	52	40.3%
Southeast	Child Protective Investigator	70	22	31.4%	104	30	28.8%
	Senior Child Protective Investigator	16	1	6.2%	23	2	8.6%
	Child Protective Investigator – Field Support Supervisor	2	0	0%	3	0	0%
	Child Protective Investigator Supervisor - SES	17	3	17.6%	24	6	25.0%
	Southeast Total	105	26	24.7%	154	38	24.6%
Southern	Child Protective Investigator	98	26	26.5%	94	54	57.4%
	Senior Child Protective Investigator	17	0	0%	21	4	19.0%
	Child Protective Investigator – Field Support Supervisor	3	0	0%	3	0	0%
	Child Protective Investigator Supervisor - SES	22	2	9%	21	2	9.5%
	Southern Total	140	28	20%	139	60	43.1%
Statewide	Child Protective Investigator	899	240	26.6%	894	350	39.1%
	Senior Child Protective Investigator	184	11	5.9%	189	30	15.8%
	Child Protective Investigator – Field Support Supervisor	21	0	0%	21	1	4.7%
	Child Protective Investigator Supervisor - SES	197	16	8%	195	30	15.3%
	Statewide Total	1,301	267	20.5%	1,299	411	31.6%

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03 and 2014-06-02, as of 9/3/2014 and Florida Department of Children and Families, HR-Public Reports, Turnover Statewide 2011-07-01—2014-07-31 as of 9/4/2014.

⁷ Source: Florida Department of Children and Families, HR-Public Reports, Turnover Statewide 2011-07-01—2014-07-31 as of 9/4/2014.

The primary reason documented in the People First data system for all separations of Department child protective investigative staff for both the 2012-13 SFY and 2013-14 SFY is provided in the table below.

Reasons Documented in People First for Child Protective Investigative Staff Separations				
Separation Reason	2012-13 SFY	Percentage of Separation Reasons for 2012-13-SFY	2013-14 SFY	Separation Reasons by % for 2013-14-SFY
Abandonment	2	1%	1	<1%
Death of Employee	2	1%	0	0%
Dismissal	24	9%	21	5%
End of Appointment Period	4	1%	0	0%
Failed Probationary Period	22	8%	20	5%
Move to Non State of Florida Government (local or federal)	11	4%	16	4%
Move to Private Sector	15	6%	41	10%
Move within State of Florida Gove	8	3%	26	6%
Other	0	0%	228	55%
Retirement	14	5%	10	2%
Termination-Initiated by Employee	165	62%	48	12%
Totals	267	100%	411	100%

Source: Florida Department of Children and Families, HR-Public Reports, Turnover Statewide 2011-07-01—2014-07-31 as of 9/4/2014.

The Department continues to work on strategies to improve the retention rate of child protective investigative staff. In June 2014, the Department initiated a Recruitment and Retention study to conduct an analysis and provide recommendations as to how retention rates for child protective investigative staff could be improved.

The Department is introducing a standardized pre-employment behavioral assessment to improve recruitment and retention of quality employees. On August 29, 2014, the Department finalized a contract with Infor PeopleAnswers to conduct a behavioral/performance profile of the Department's current child protective investigative workforce. From the collected data, Infor PeoplesAnswers will then create an idealized child protective investigator performance profile that can be applied to future child protective investigative applicants in effort to ensure that a potential candidate's behavioral traits give them the highest probability of achieving success as a child protective investigator.

In addition to creating an idealized performance profile Infor PeopleAnswers will also provide the Department with individualized employee performance profiles for current employees. With this type of information, supervisors will be able to tailor their management styles and provide supervision that better fits the individual needs of each employee. Finally, the Infor PeopleAnswers performance profile will help the Department identify those employees that have the necessary skills and attributes to become high performing supervisors. With this type of information, the Department will be able to accelerate the process of identifying and preparing potential future supervisors and this will improve issues related to career development and

succession planning with the child protective investigative community. The Infor PeopleAnswers contract currently runs through the 2014-15 SFY with an option to extend for an additional three years.

Educational Levels and Background of Child Protective Investigative Staff

Statutory Requirements

Subsection 402.402(1), F.S. requires that:

“(1)... The department shall make every effort to recruit and hire persons qualified by their education and experience to perform social work functions. The department’s efforts shall be guided by the goal that by July 1, 2019, at least half of all child protective investigators and supervisors will have a bachelor’s degree or a master’s degree in social work from a college or university social work program accredited by the Council on Social Work Education....”⁸

In addition, ss.402.402(1), F.S. also requires:

“(1)...The following persons shall be given preference in the recruitment of qualified professional staff, but the preferences serve only as guidance and do not limit the department’s discretion to select the best available candidates:

- (a) Individuals with baccalaureate degrees in social work and child protective investigation supervisors with master’s degrees in social work from a college or university social work program accredited by the Council on Social Work Education.*
- (b) Individuals with baccalaureate or master’s degrees in psychology, sociology, counseling, special education, education, human development, child development, family development, marriage and family therapy, and nursing.*
- (c) Individuals with baccalaureate degrees who have a combination of directly relevant work and volunteer experience, preferably in a public service field related to children’s services, demonstrating critical thinking skills, formal assessment processes, communication skills, problem solving, and empathy; a commitment to helping children and families; a capacity to work as part of a team; an interest in continuous development of skills and knowledge; and personal strength and resilience to manage competing demands and handle workplace stresses.”⁹*

Educational Attainment of Employed Child Protective Investigative Staff

A September 3, 2014 extract of People First data indicated there were 1,323 active FTE child protective investigative positions within the People First data system. Of the positions in People First, 1,310 (13 positions contained no data) had an identified degree type that could be coded

⁸ Subsection 402.402(1), Florida Statutes (2014)

⁹ Chapter 402.402(1)(a)(b)&(c), Florida Statute (2014)

as a bachelor degree (1,088), master's degree (207) associate degree (9), high school diploma (6).¹⁰

As of September 3, 2014, 152 of the 1,323 FTE child protective investigative staff listed in the People First data set held a degree in social work (109 baccalaureate and 43 masters' degrees) for a total percentage of active FTE child protective investigative staff that currently hold a degree in social work of 11.4%.¹¹

An additional 365 child protective investigative staff held a baccalaureate or master's degree in psychology, sociology, counseling, special education, education, human development, child development, family development, marriage and family therapy, and nursing (317 baccalaureate and 48 master's degrees) for a percentage of active FTE child protective investigative staff that hold a secondary preferred degree of 27.5%.¹²

While the total percentage of child protective investigative staff that currently holds either a baccalaureate or master's degree in social work is relatively low, it should be noted there are areas within the state where a fairly high percentage of child protective investigative employees already hold a degree in social work. For example, in the Northwest Region 41 child protective investigative staff (33 bachelors and 8 masters) current hold social work degrees and this total accounts for 24.2% of the current Northwest Region FTE workforce.¹³ In addition, other areas of the state have placed an emphasis on employing graduate degree holders of all types. Currently the Southern Region employees 25 individuals that hold graduate degrees of all types and this accounts for 22.9% of the Southern Region's employed FTE child protective investigative staff.¹⁴

For a more detailed review of the education level and degree type of the 1,323 FTE child protective investigative staff that were contained within the September 3, 2014 Peoples First data extract please see the table on the next page.

¹⁰ Source: Family Safety CPI Education Level 2014-09-03 as of 9/3/2014.

¹¹ Source: Family Safety CPI Education Level 2014-09-03 as of 9/3/2014

¹² Source: Family Safety CPI Education Level 2014-09-03 as of 9/3/2014

¹³ Source: Family Safety CPI Education Level 2014-09-03 as of 9/3/2014

¹⁴ Source: Family Safety CPI Education Level 2014-09-03 as of 9/3/2014

Distribution of all Department Child Protective Investigative Positions by Region and Degree Type and Percentage of Degree Type by Total Employed as of 9/3/2014							
Degree Type	Northwest	Northeast	Central	SunCoast	Southeast	Southern	Statewide
Baccalaureate Degree Social Work	33 (20%)	16 (5%)	26 (6%)	5 (4%)	15 (9%)	14 (10%)	109 (8%)
Master's Degree Social Work	8 (5%)	11 (29%)	10 (2%)	1 (1%)	8 (5%)	5 (4%)	43 (3%)
Baccalaureate Degree Psychology, Sociology, Counseling, Special Education, Education, Human Development, Child Development, Family Development, Marriage and Family Therapy or Nursing	31 (18%)	87 (29%)	109 (25%)	30 (25%)	31 (19%)	29 (22%)	317 (24%)
Master's Degree Psychology, Sociology, Counseling, Special Education, Education, Human Development, Child Development, Family Development, Marriage and Family Therapy or Nursing	7 (4%)	12 (4%)	17 (4%)	2 (2%)	6 (4%)	4 (3%)	48 (4%)
Baccalaureate Degree Other	72 (43%)	139 (46%)	233 (54%)	69 (59%)	83 (50%)	66 (49%)	662 (50%)
Master's Degree Other	14 (8%)	31 (10%)	27 (6%)	10 (9%)	18 (11%)	16 (12%)	116 (9%)
Associates Degree, High School Diploma, No Education Data Available	4 (2%)	8 (3%)	8 (2%)	2 (2%)	5 (3%)	1 (<1%)	28 (16%)
Baccalaureate Degree Total	136 (81%)	242 (80%)	368 (86%)	104 (88%)	129 (78%)	109 (81%)	1,088 (82%)
Master's Degree Total	29 (17%)	54 (18%)	54 (13%)	13 (11%)	32 (19%)	25 (19%)	207 (16%)
Other Degree Total	4 (2%)	8 (2%)	8 (2%)	2 (1%)	5 (3%)	1 (<1%)	28 (2%)
Total Employed as of 9/3/2014	169 (100%)	304 (100%)	430 (100%)	118 (100%)	166 (100%)	135 (100%)	1,323 (100%)

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2014-09-03 as of 9/3/2014

In support of achieving the goal of at least half of all child protective investigators and supervisors possessing a bachelor's degree or a master's degree in social work from a college or university social work program accredited by the Council on Social Work Education, all six of the Department Regional Directors initiated the process of becoming integrated with their local universities and colleges that have accredited social work programs. In addition, the application process within People First has already been adjusted to provide a weighting advantage towards those applicants that hold a baccalaureate or master's degree from an accredited social work program. On October 1, 2014 the Department is scheduled to begin accepting applications in response to the statutorily required Department based student Loan Forgiveness Program which is designed to support increased retention of high-performing staff that has either a bachelor's degree or a master's degree in social work that are currently working in a child protection or child welfare position and currently employed by the Department, a community-based care lead agency or a community-based care subcontractor.¹⁵

Additional opportunities for improvement in this area are also being examined within the Recruitment and Retention study being completed by North Highland and as noted earlier in the report findings and recommendations.

¹⁵ Subsection 402.404(1), Florida Statute (2014).

Employee Satisfaction, Opinions and Concerns Survey Results

Recruitment and Retention Study Survey

In June 2014, the Department initiated a recruitment and retention study to analyze the current situation and provide recommendations and strategies as to how to improve child protective investigative staff retention and streamline the current child protective investigative recruitment and hiring process. During the first two weeks of the project, a series of surveys and interviews were conducted with Child Protective Investigators, Senior Child Protective Investigators and Child Protective Investigator Supervisors to gain a better understanding as to how staff viewed the current work environment. Over 500 responses were received in both the areas of employee perceptions of the current work place and overall worker views as to what was important to them (see results below and on next two pages).

Child Protection Investigation Survey Results: "For the following statements, please indicate how much you agree/disagree"						
Question #	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Total Responses
One	I feel like Senior Management (Program Administrator and up) understands the role of a Child Protective Investigator	106	249	112	67	534
Two	The training I received upon accepting the position prepared me for the Child Protective Investigator role	61	304	133	36	534
Three	The ongoing training that I receive is adequate	68	353	91	22	534
Four	My immediate supervisor communicates job expectations and responsibilities clearly	238	228	45	23	534
Five	I feel like Senior Management (Program Administrator and up) "has my back"	87	201	155	91	534
Six	My immediate supervisor provides me with timely feedback	217	242	59	16	534
Seven	My immediate supervisor provides me with fair and honest feedback	240	231	49	14	534
Eight	I have sufficient discretion to perform my job and make informed decisions	159	296	51	28	534
Nine	My supervisor appreciates my work	206	249	59	20	534
Ten	My workload is manageable	50	187	139	159	534
Eleven	Senior management appreciates my work	67	247	138	82	534
Twelve	If I struggle with my workload I can ask for assistance	81	244	140	69	534
Thirteen	I have enough time for my personal life	30	113	159	232	534
Fourteen	The Department offers career paths for Child Protective Investigators	50	244	140	69	534
Fifteen	I plan to stay with DCF from one or more years	145	267	69	52	534
Sixteen	Every week I have at least one full day without any work responsibilities	32	91	148	263	534

Source: North Highland's CPI Retention Survey Reportv-v100. Run date 7/14/2014

Child Protection Investigations Survey Results: "On a scale from 1 to 10 (1 meaning 'not important at all' and 10 meaning 'extremely important'), please indicate how important the following things are to you for your personal satisfaction"													
Question #	Question	1 Not Important at All	2	3	4	5	6	7	8	9	10 Extremely Important	Total Responses	Average Response
One	Immediate Supervisor feedback	4	6	3	6	35	21	40	88	80	243	526	8.52
Two	Treatment from supervisor and senior management	2	2	3	2	27	12	22	63	97	296	526	8.98
Three	Base Pay	7	2	4	2	32	19	39	66	68	287	526	8.72
Four	Overtime Pay	16	5	3	13	29	15	33	61	74	277	526	8.51
Five	Discretionary performance bonus	25	9	9	9	58	24	47	70	63	212	526	7.83
Six	Job-related training	7	0	3	2	37	21	44	77	79	256	526	8.61
Seven	Immediate Supervisor recognition for my work	11	4	7	14	43	34	49	97	92	175	526	8.01
Eight	Senior management recognition for my work	13	7	11	16	54	35	57	80	79	174	526	7.78
Nine	Time off each week with no work responsibilities	17	3	4	5	14	16	23	29	51	364	526	8.96
Ten	Temporary relief from caseload rotation if necessary	20	3	4	7	24	25	30	43	66	304	526	8.60
Eleven	Availability of support	6	2	2	5	13	16	21	69	77	315	526	9.01
Twelve	Ability to Manage work and personal life	10	1	4	3	9	6	20	31	50	392	526	9.27
Thirteen	Career options/ advancement within DCF	10	4	3	5	29	15	34	54	64	308	526	8.76

Source: North Highland's CPI Retention Survey Reportv-v100. Run date 7/14/2014

Within the questions that were scored on a scale of 1 to 10 (“1 meaning ‘not important at all’ and 10 meaning “extremely important”), three of the four highest scoring responses focused on issues related with workload and to time off from the job (see table below).

Four Highest Scoring Responses from Child Protection Investigations Survey Results: “On a scale from 1 to 10 (1 meaning ‘not important at all’ and 10 meaning ‘extremely important’), please indicate how important the following things are to you for your personal satisfaction”													
Question #	Question	1 Not Important at All	2	3	4	5	6	7	8	9	10 Extremely Important	Total Responses	Average Response
Twelve	Ability to Manage work and personal life	10	1	4	3	9	6	20	31	50	392	526	9.27
Eleven	Availability of support	6	2	2	5	13	16	21	69	77	315	526	9.01
Two	Treatment from supervisor and senior management	2	2	3	2	27	12	22	63	97	296	526	8.98
Nine	Time off each week with no work responsibilities	17	3	4	5	14	16	23	29	51	364	526	8.96

Source: North Highland’s CPI Retention Survey Reportv-v100. Run date 7/14/2014

These findings aligned well with the results of the “For the following statements, please indicate how much you agree/disagree,” which indicated that a sizable percentage of child protective investigative survey respondents either disagreed or strongly disagreed with those questions that were associated with their ability to manage their current workload and personal life while also having at least one day per week away from the job duties and responsibilities (see table below).

Child Protection Investigation Survey Results: “For the following statements, please indicate how much you agree/disagree”						
Question #	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Total Responses
Ten	My workload is manageable	50 (9%)	187 (35%)	139 (26%)	159 (30%)	534
Thirteen	I have enough time for my personal life	30 (6%)	113 (21%)	159 (30%)	232 (43%)	534
Sixteen	Every week I have at least one full day without any work responsibilities	32 (6%)	91 (17%)	148 (28%)	263 (49%)	534

Source: North Highland’s CPI Retention Survey Reportv-v100. Run date 7/14/2014

In summary:

- **56%** of respondents disagree or strongly disagree with the statement ‘my workload is manageable;’
- **73%** of respondents disagree or strongly disagree with the statement ‘I have enough time for my personal life; and
- **77%** of respondents disagree or strongly disagree with the statement ‘Every week I have at least one full day without any work responsibilities.’

Current Child Protective Investigator Workload

Calculating the average child protective investigator caseload can be difficult. Issues such as vacancies, number of employees that are in training or on leave, number of employees that have acquired the necessary skills needed to successfully manage a full investigative caseload and the investigation of a complex case all serve to potentially limit the ability of a child protective investigator to carry a “full” caseload. In addition to investigations of abuse and neglect, the Department Child Protective Investigators and Senior Child Protective Investigators are required to respond to special conditions reports, which include examples like child-on-child sexual abuse and parent needs assistance reports. While special conditions reports require a response, they do not necessarily require a child protective investigative response.

In order to evaluate current working conditions, the current active workload for the child protective investigators is analyzed in this section. This is accomplished by examining point-in-time data related to the number of child protective investigative positions that is currently carrying active caseload. On September 17, 2014, the average active investigative caseload (Investigations and Special Conditions Referrals) for all Department child protective investigative staff that is assigned as the primary investigator in at least one case was 14.3 cases per Investigator.

Current Department Child Protective Investigation and Special Conditions Referrals Workload as of 9/17/2014 and Estimated Investigation and Special Conditions Referrals Workload for the 2014-15 SFY Assuming all Allocated Child Protective Investigator and Senior Child Protective Investigator Positions are Carrying Caseload			
Region	Number of Active Investigations	Distinct Number of Primary Workers Assigned to Active Investigations as of 9/17/2014	Average Active Investigations Per Assigned Workers as of 9/17/2014
Northwest	2,352	139	16.7
Northeast	3,372	246	13.7
Central	5,093	326	15.6
SunCoast	1,406	105	13.4
Southeast	1,700	134	12.7
Southern	1,646	137	12.0
Total	15,542	1,087	14.3
Note: Distinct Number of Primary Workers Assigned to Active Investigations and Special Conditions Referrals for all Child Protective Investigators, Senior Child Protective Investigators, Child Protective Investigator – Field Support Supervisors, Child Protective Investigator Supervisors - SES and OPS Child Protective Investigators that were designated as a Primary Investigator within FSFN as of 9/17/14			
Source: Florida Safe Families Network (FSFN) Data Repository as of 9/17/2014			

Conclusions

Over the past several months the Department worked to implement all of the statutory requirements and goals associated with the recruitment and retention of qualified child protective investigation candidates and staff contained in Chapter 2014-224, Laws of Florida. Due to the limited time period from the enactment of these new requirements and the writing of this report, the information contained within is a baseline as to the status of the Department’s activities in this area. As the Department’s efforts in this area mature over the course of the next year a clearer picture of what effects Chapter 2014-224, Laws of Florida has on Department’s child protective investigative workforce and culture will emerge.

The integration of the 270 new child protective investigative positions within the child protective investigative workforce will have a positive impact on investigative workload. A large

percentage of these positions still need to be filled and fully trained before they should be considered fully integrated into the Department's child protective investigation workforce. Efforts, to ensure that prioritization for hiring for these new positions is given to those applicants that hold a BSW or MSW, were implemented. In addition, efforts to identify and integrate new strategies and approaches that will support the recruitment, identification and retention of high quality child protective instigative candidates and staff are currently being examined and implemented.