Florida Study of Professionals for Safe Families (FSPSF)

Purpose

Recruitment and retention for child welfare professionals are widespread issues for the Department of Children and Families (DCF) and the Community-Based Care organizations (CBCs). High staff turnover puts vulnerable children at greater risk for recurrence of maltreatment, impedes timely intervention referrals and, ultimately, delays permanency. Annual attrition estimates across the state range between 25%-60%. According to the SB 1666 bill analysis, attrition of child welfare professionals translates to an annual cost of more than $6.2 million in recruitment, staff training, certification, and supervision[1].

The proposed project is a 5-year longitudinal study of newly hired employees into child protective investigator (CPI) and case manager (CM) positions to learn about individual and organizational influences on child welfare employee retention, and ultimately, child and family outcomes. This statewide study will examine **worker personal characteristics** (e.g., educational background, family history, self-esteem, etc.) **worker beliefs and behaviors** (e.g., stress and burnout, work/family balance, social support and coping, etc.), **organizational characteristics** (e.g., physical environment, supervisory and management practices, vacancy rate, etc.), and **work characteristics** such as caseload size and severity, prevalence of child deaths, and exposure to threats and violence. We will also examine **community context** (e.g., unemployment, poverty rates, etc.) recognizing that the local community may impact worker retention and child and family outcomes. A conceptual model is presented in Figure 1, and Tables 1-5 identify the variables used to define each element of the model.

Research Methods & Questions

This 5-year longitudinal study will encompass three broad strategies to answer several different research questions based on the conceptual model. First, respondents will be surveyed every 6-7 months for 5 years with a core instrument.
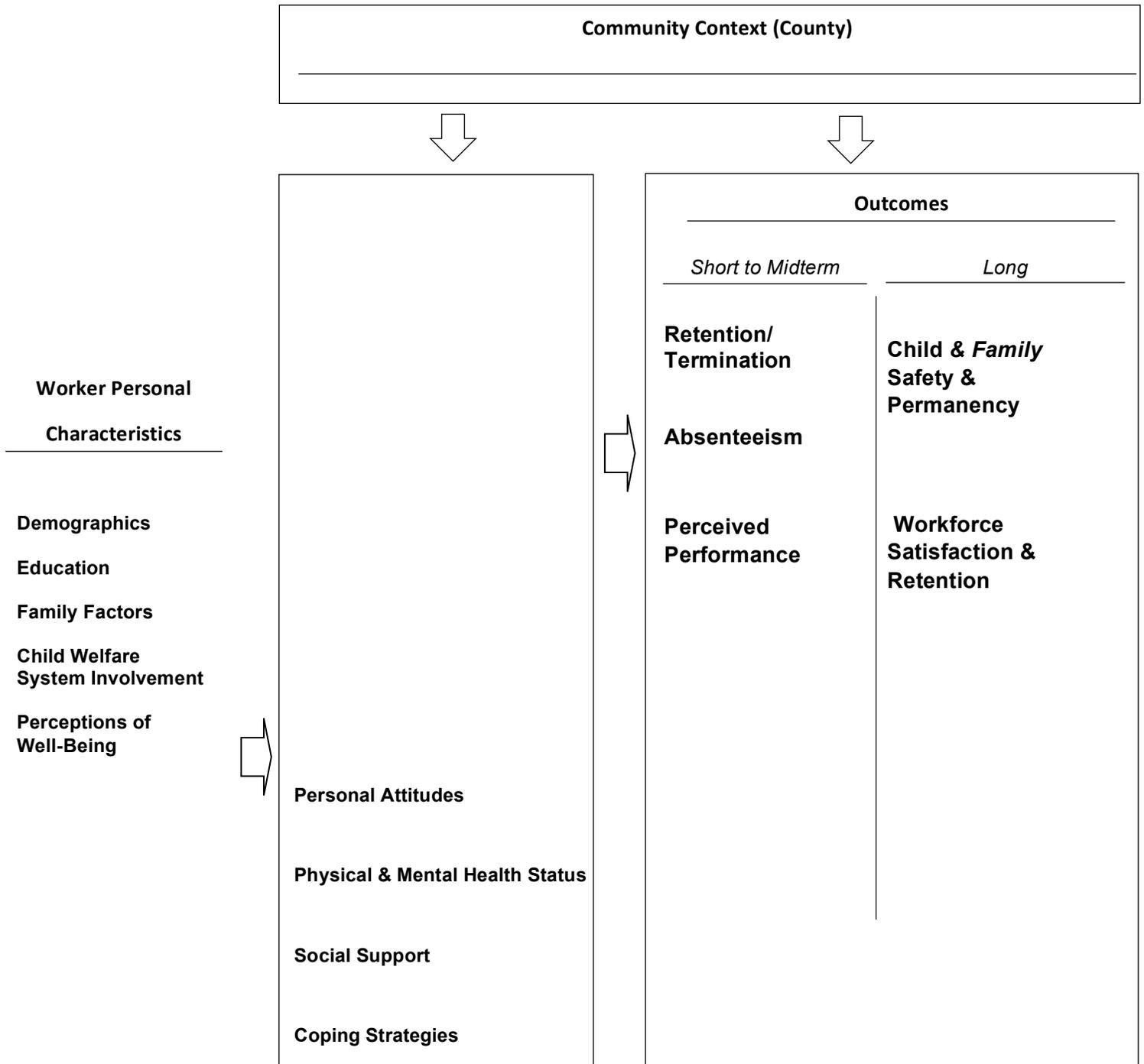
Second, in addition to the core instrument, in-depth modules will be rotated during the data collection period. Each module will be completed twice during the 5-year study. Modules will include: 1) Substance Use, Mental & Physical Health, and Coping Strategies; 2) Work/Personal Life Balance; 3) Supervision; and 4) Organizational Functioning. The intent of this strategy is to gain a deeper understanding of key areas of worker personal or organizational characteristics that may impact job satisfaction and retention. For example, a mental health screening inventory will be part of the core instrument that participants complete during every administration, but on two different occasions, participants will provide in-depth information about mental health and its impact on employment outcomes.

Finally, qualitative interviews will be used to further augment information gathered on the in-depth modules. For example, when the in-depth module focuses on supervision, qualitative

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[1] https://www.flsenate.gov/Session/Bill/2014/1666/Analyses/2014s1666.ap.PDF

interviews will provide greater detail on the role, quality, and depth of supervision for respondents.

Figure 1. The Florida Study of Professionals for Safe Families Conceptual Model

Community Context (County)		

	Outcomes	
	Short to Midterm	*Long*

Worker Personal

Characteristics

Demographics

Education

Family Factors

Child Welfare
System Involvement

Perceptions of
Well-Being

Personal Attitudes

Physical & Mental Health Status

Social Support

Coping Strategies

**Retention/
Termination**

Absenteeism

**Perceived
Performance**

**Child & *Family*
Safety &
Permanency**

**Workforce
Satisfaction &
Retention**

The Florida Study of Professionals for Safe Families (FSPSF) will seek to answer the following questions:

Individual Attributes

- Do child welfare professionals feel adequately prepared to enter the workforce and do perceptions of the job match work experiences?
- How do worker personal characteristics, including prior educational attainment, impact job satisfaction, retention, and child and family outcomes?
- How do worker beliefs and behaviors, including stress and burnout, impact job satisfaction, retention, and child and family outcomes?
- At what point do workers consider leaving their positions?
    - Among those who stay, what individual attributes contribute to retention?
    - Among those who leave, what individual attributes contribute to departures?

Organizational and Contextual Attributes

- What training practices or structures contribute to readiness, competence in the field, and retention?
- How do organizational characteristics, including supervisory and management practices, influence job satisfaction, retention, and family and child outcomes?
- How do the influences of organizational characteristics change over time?
- What work characteristics, including caseload size and severity, influence job satisfaction and worker retention?
- Among those who leave their jobs for other positions, what are characteristics of their new work environments?
- What organizational and caseload characteristics contribute to an intent to leave or to remain in child welfare?
- What contextual influences impact job satisfaction, retention, and child and family outcomes?

Sample & Recruitment

This study proposes to recruit all Child Protective Investigators (CPIs) and Case Managers (CMs) who are hired between Sept. 1, 2015 and August 31, 2016.   To qualify for the study, participants must have completed a 4-year college degree and have received, be eligible for, or have already applied for provisional Florida certification in their respective job category. CPIs are hired by the state of Florida or by one of 6 county sheriffs' offices to conduct investigations. Case managers are hired by agencies sub-contracted with the CBCs to provide case management services. While CPIs and CMs reflect a continuum of care for child welfare cases, CPIs are public employees and CMs are private employees.

Based on previous rates of turnover among CPIs and CMs, we anticipate 1,000 eligible participants throughout the state. We will follow the total sample of new hires for five years, even if they leave their child welfare positions during the study timeframe. This strategy is critical to understanding employment outcomes for those who leave their initial CPI/CM positions.

Participants will be recruited during their pre-service training, a mandatory 12-week training for all new hires not currently holding Florida certification in the job for which they have been hired. DCF staff (or their sub-contractors) provides pre-service training for the CPIs, and CBC staff (or their sub-contractors) provides training on behalf of the case management agencies

An FSPSF graduate assistant will maintain a database of all pre-service training staff throughout the state and will, on a monthly basis, identify which agencies are beginning a pre-service training class each month. Within the first three weeks of a new training commencing, an FSPSF staff member will physically attend one session in order to seek participation from the entire cohort of trainees. FSPSF staff will use this time to explain the purpose of the study, obtain informed consent, and gather pre-survey demographic and contact information.

Those CMs or CPIs who change jobs within their category of certification are not required to repeat the pre-service training. However, we will recruit these individuals for this study. An FSPSF graduate assistant will contact agency human resource personnel each month to identify any new hires who did not attend training. We will recruit those new hires during the agency orientation.

Data Collection & Variables

We will survey participants twice annually. Demographic and contact information will be gathered during pre-service training followed by electronic administration of Wave 1 baseline data collection. Wave 2 will begin 6 months later. Starting with Wave 3, monthly cohorts will be clustered into quarterly cohorts in order to manage the data collection process. For example, all participants who began the study in September, October, or November 2015 will be clustered together for data collection beginning with Wave 3 (scheduled for October 2016). This same pattern will repeat in subsequent months, and Wave 4 data collection will follow 6 months after Wave 3. In an effort to learn more about potential seasonal influences on caseload satisfaction, job satisfaction, and retention outcomes, Wave 5 will be collected 7 months after Wave 4, and Wave 6 will be collected 6 months after Wave 5. This pattern will repeat each year. As a result, each group of participants will be surveyed during 9 different months of the year during the course of the 5-year study.

Survey data will be gathered electronically using Qualtrics. Participants will provide work and personal email addresses during initial data collection at the pre-service training. The baseline data collection protocol consists of two stages:

1) A FSPSF team member will present the study to potential participants during pre-service training and obtain participant consent. The FSPSF team member will give the participant an iPad (or other tablet) with a pre-loaded link to a Qualtrics survey. This initial data collection

will request personal contact information including work and personal email addresses, work and personal phone numbers, and language preference for subsequent surveys. In order to increase study retention, respondents will identify two additional collateral contacts they are likely to stay in contact with throughout the course of the study   Data on the collateral contacts will include personal phone numbers and email addresses.

2) Within one week of completion of the pre-survey data collection, respondents will be sent a link to the Wave 1 baseline instrument.

Subsequent data collection will also involve a multi-stage strategy. First, one week prior to data collection, respondents will be sent a text message to their personal phone number informing them of the upcoming data collection and asking them to confirm contact information. Second, respondents will be sent a link from Qualtrics directing them to the survey. Reminder messages will be sent at 5 days and at 10 days for those who have not completed the survey. At 14 days, project staff will email participants who have not yet opened the survey link to insure that the Qualtrics generated emails were not sent to a spam folder. If there is no response to the individual email, project staff will telephone the non-respondent. At 21 days, project staff will attempt to email or call the identified contact persons of non-respondents.

Surveys will be optimized for mobile use and respondents will be able to complete the instrument in multiple attempts and on multiple devices. Survey links will remain available for one month. Wave One data collection is anticipated to take 20 minutes to complete; future waves of data collection are expected to take about 45-60 minutes to complete. Upon completion of each survey, respondents will receive financial compensation for participation that will increase with each year of participation ($25 for Waves 1 and 2, increasing incrementally to $75 for Waves 9 and 10).

In an effort to create an identity with the collateral contacts, within one week of receiving the collateral contact's information, FSPSF staff members will send an email explaining the study and the their potential role in it.   The participant who identified the collateral contact will also be copied on the message in order to verify participation, if requested. Collateral contacts will be given the opportunity to decline participation. In that event, the study participant will be emailed and asked to provide information on an additional contact.

The following tables provide the variables used to define the study's conceptual model. These variables comprise the core instrument and the appropriate wave of data collection for each is identified. A definition of each variable and how it is measured can be found in Appendix A.

Table 1. Worker Personal Characteristics

Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
				WORKER PERSONAL CHARACTERISTICS

Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
				Current Job
	✓			Time Employed
	✓			Role
				Demographics
✓				Age (Birthdate)
✓				Race/Ethnicity
✓				Gender
	✓			Sexual Orientation
	✓			Household Composition
✓				Nativity
✓				Languages Spoken
✓				Employment History
	✓			Income Importance
	✓			Veteran Status
	✓			Religious Importance
				Education
✓				Degrees Held
✓				Specialized University-level Child Welfare Training
				Family Factors
	✓			Relationship Status
	✓			Relationship Barriers
	✓			Caregiving Responsibilities
				Personal Child Welfare System Involvement
✓				Personal History of Child Maltreatment
✓				Personal History of Foster Siblings
	✓			Personal History of Foster Parenting
				Perceptions of Well-Being
	✓			Self-Esteem
	✓			Helping Identity

Table 2. Workplace Characteristics

	WORKPLACE CHARACTERISTICS			
Organizational Characteristics (Employing Agency)				
Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
		✓		Organizational Cultural Competence
		✓		Experiences of Bias
		✓		Organizational Attitudes Towards Clients
		✓		Physical Environment
		✓		Career Mentoring
		✓		Supervisory Style
		✓		Administrative Support
		✓		Perceived Availability of Clerical Staff
Organizational Characteristics (Lead Agency/Region Office)				
		✓		Attitudes Towards Clients
		✓		Administrative Support
		✓		Professionalism
		✓		Autonomy
Individual Workplace Characteristics				
		✓		Perception of Caseload Size/Severity
	✓			Hours Worked
		✓		Flexibility
		✓		Exposure to Threat/Violence
	✓			Satisfaction with Salary and Benefits
	✓			Perceived Opportunities for Advancement
Agency Infrastructure				
	✓			Agency Auspice
		✓		Co-Location of CM/CPI
	✓			Vacancies
	✓			FTEs in Related Positions
	✓			Agency Size

Table 3. Worker Beliefs & Behaviors

WORKER BELIEFS & BEHAVIORS				
Responses to Job Conditions				
Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
		✓		Intentions to Leave Child Welfare
		✓		Intentions to Remain in Child Welfare
		✓		Secondary Victimization
		✓		Stress
		✓		Burnout
Personal Attitudes				
		✓		Work Self-Efficacy
		✓		Professionalism
		✓		Perceptions of Child Welfare
		✓		Compassion for Clients
Physical & Mental Health Status				
	✓			General Health
	✓			Mental Health
	✓			Substance Use
	✓			Health Limitations
	✓			Social Support
	✓			Coping Strategies
		✓		Career Aspirations

Table 4. Community Context

COMMUNITY CONTEXT (COUNTY)				
Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
	✓			County Population Size
	✓			Poverty Rate
	✓			Child Welfare Prevalence
	✓			Child Welfare Deaths
	✓			Unemployment Rate
	✓			Crime Rate
	✓			Substance Abuse Indicator
	✓			Mental Health Indicator
	✓			Proportion of Non-English Speaking Population
	✓			Population Density

Table 5. Outcomes

OUTCOMES				
Employment				
Baseline Only	All Waves	Begins Wave 2	Begins Wave 3	ITEM
		✓		Absenteeism
		✓		Performance Assessment
		✓		Length of Time to Employment Markers (Advancement, Termination for Cause, Voluntary Separation)
		✓		Retention "Failures" (Losses to Caseload, Agency, Child Welfare)
		✓		Job Satisfaction
		✓		Personal and Employment Outcomes for Departed Workers
Child & Family – Case Management (to be finalized with FCC)				
			✓	Permanency within 12 Months
			✓	Re-Entry to Care
			✓	Safety While in Care (re-abuse)
Child & Family – Investigations (to be determined in conjunction with DCF)				

Incentives

A series of gradually increasing incentives will be utilized to minimize participant attrition. Incentives, primarily in the form of monetary compensation, will be provided upon completion of each survey administration. The incentives will be electronic gift cards to online retailers (e.g., Target) or credit to online accounts like Amazon.com or iTunes. Participants who complete all waves of the study will receive $500.00 in total compensation, distributed as follows:

- Year 1 (Waves 1 & 2): $25.00
- Year 2 (Waves 3 & 4): $40.00
- Year 3 (Waves 5 & 6): $50.00
- Year 4 (Waves 7 & 8): $60.00
- Year 5 (Waves 9 & 10): $75.00

At the end of the survey, participants will be asked to choose their incentive from a list of possible options. When surveys are completed, project staff will send a thank you email that will contains a link to an electronic credit in the appropriate amount.

Beyond compensation for survey completion, other incentives will be used to encourage continuing engagement and identification with the study. At least annually, participants will be asked to verify their phone and email contact information along with the information on their

collateral contacts. Respondents who provide this information may elect to participate in a sweepstakes drawing that will include a variety of gifts to be determined.

Finally, beginning in Wave 2, a small subset of respondents will be randomly selected to participate in qualitative interviews. Those who volunteer to engage in a longer interview will receive $50.00 as compensation, in addition to quantitative survey completion incentives. Qualitative survey incentives will be electronically distributed in a similar manner to the quantitative survey incentive plan.

Appendix A

<u>Variables & Measures</u>

Dependent Variables: This study will examine both professional staff employment outcomes and child and family outcomes.

1. *Employment Outcomes* are conceptualized as work performance, job satisfaction, and retention. Employment outcomes will be measured beginning in Wave 2.
   a. Work performance is operationalized as absenteeism and self-assessment of performance.
      i. Absenteeism: measured using self-report numbers of full and partial days of missed work in the past 28 days due to the respondent's own health or for some other reason.
      ii. Self-assessment of Performance: measured using a 7-item instrument assessing self-perception of job performance in the past 28-days. The responses use a 5-point Likert scale ranging from "None of the Time" to "All of the Time" with scores ranging from 0 to 28 such that higher scores reflect higher perceived job performance.
   b. Retention is operationalized as current employment position and time to change in position.
      i. Current Employment Classification: measured asking respondents whether they have changed jobs relative to their previously-known position. If so, a series of questions will follow:
         1. Date of employment change. This answer will be used to measure a) the length of time in the employment classification; b) length of time to advancement in the child welfare field (if applicable); c) length of time to termination in child welfare profession (if applicable).
         2. Current position. This answer will be categorized into one of six possible outcomes: a) left caseload, but remains with agency; b) left agency, but remains in child welfare; c) left child welfare, but remains in human services; d) left human services; e) reentered child welfare (among those who left and came back) f) other employment
   c. Job Satisfaction is operationalized as the respondent's current level of happiness with the overall work environment including job responsibilities, colleagues, and supervision. This will be measured using a 36-item scale assessing satisfaction with several aspects of employment. Respondents will indicate their levels of agreement with each item on a 6-point Likert scale (Disagree Very Much to Agree Very Much). Negative items will be reverse scored and summed for a total job satisfaction score (range = 0-180) such that higher scores indicate higher levels of satisfaction. Subscales will be available as separate variables and include Pay, Promotion Opportunities, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Co-Workers, Nature of Work, and Communication.

2. *Child & Family Outcomes* are conceptualized as those outcomes that can be reasonably influenced by worker performance. Child & Family Outcomes will be collected beginning in Wave 3 in order for workers to have achieved state certification and be assigned a full caseload for 6 months.
    a. CPI Outcomes [WILL WORK IN CONJUNCTION WITH DCF TO DETERMINE VALID AND RELIABLE INDICATORS].
    b. Case Manager Outcomes: Client outcomes for case managers will be limited to those cases to which the CM has been assigned for at least 3 months. They will also not include clients who reside in a different county and whose case is being managed by a courtesy CM.
        i. Permanency within 12 months is defined as the percent of children exiting foster care to a permanent home within 12 months of entering care.
        ii. Re-entry into care is defined as the percent of children who do not re-enter foster care within 12 months of moving into a permanent home.
        iii. Safety while in care will be measured using two different indicators:
            1. Rate of abuse or neglect per day while in foster care
            2. Percent of children not abused or neglected while receiving in-home services

Independent Variables: Outcomes are conceptualized as being a function of four domains: 1) Worker Personal Characteristics; 2) Workplace Characteristics; 3) Worker Beliefs and Behaviors; and 4) Community Context.

1. Current Job: measured by respondent self-report of current employment status.
    a. Time employed: measured by the self-reported date of hire.
    b. Role: measured by the self-reported status as a case manager or child protective investigator.
2. *Worker Personal Characteristics* are operationalized as characteristics and qualities that individuals bring with them into an employment situation.
    a. Demographic characteristics
        i. Age: measured by self-reported birthdate and age in years calculation using interview date
        ii. Race: measured by using categories from the US Census: a) Alaskan native; b) American Indian; c) Asian/Pacific Islander; d) Black/African American; e) White/Caucasian; f) Bi- or Multi-racial, and g) Other
        iii. Ethnicity: measured by using categories from the US Census: a) Puerto Rican; b) Mexican; c) Cuban; d) Caribbean; e) Central American; f) South American; and g) Other.
        iv. Gender: Self-identification of a) Male; b) Female; or c) Transgender.
        v. Sexual Orientation: Self-identification of a) Heterosexual; b) Homosexual; c) Bisexual; d) Other; or e) Prefer not to specify.
        vi. Household Composition: measured by:

1. Identification of all household members including spouse/significant other, parent(s), other family members, spouse's parent(s) or family members, siblings, and friends/roommates.
2. Total number of adults in the household 18 years and older and the total number of children under 18 years.

 vii. Nativity: measured by the respondent's country of birth.

 viii. Languages Spoken: measured through self-report of: 1) language primarily spoken at home; and 2) other languages in which the respondent is able to fluently communicate.

 ix. Employment History: operationalized through several items: 1) years of full-time employment; 2) employment sector of most recent full-time job; 3) years of previous experience in a child welfare position; 4) current salary; and 5) presence of additional part-time employment.

 x. Income Importance: will be measured by a single item asking about how reliant the household is on the income generated from the respondent's employment

 xi. Veteran Status: measured through two items:
1. History of service with the US military (yes/no)
2. Current status (Reserves, National Guard, Discharged veteran, or Retired)

 xii. Religious Importance: measured through two items:
1. Number of times per week of attendance to an organized church service or religious study;
2. Salience of faith: measured on a four point Likert scale from "Not at all important" to "Very important."

b. Education
 i. Degrees: Measured by self-reported highest degree and year of completion. Respondents also will be asked to indicate their major for their undergraduate and graduate degrees which will be categorized into 1) social work; 2) other human service major; or 3) non-human service major.

 ii. Specialized University-level Child Welfare Training: measured by a self-report of 1) classes taken focusing on child welfare; b) certificates earned focusing on child welfare; c) internships or practicum experiences in a child welfare agency; and d) Title IV-E funding. This will be dichotomized into 1) previous child welfare education; 2) no previous child welfare education.

c. Family Factors
 i. Relationship Status: measured through two items:
1. Marital status/Dating status (yes/no)
2. Gender of partner

 ii. Relationship Barriers: conceptualized as the perceived extent to which work interferes with desired relationship and family outcomes. Respondents will be asked for the extent to which their job interferes with their ability to 1) begin a dating relationship; 2) maintain a serious dating relationship; 3) maintain a happy marriage; 4) have and raise children; and 5) take care of an ill, elderly, or disabled loved-one.

        iii.   Current Caregiving Responsibilities: operationalized as the amount of time spent per week providing caregiving to ill, elderly, or disabled loved ones.

    d. Personal Child Welfare System Involvement

        i.   Personal History of Child Maltreatment: conceptualized as experiencing physical, sexual, and emotional abuse or neglect by a parent or caregiver. Respondents will self-report if they were regularly victimized by a parent or caregiver using one of 10 different behaviors (yes/no). Responses will be summed such that higher scores represent a more extensive childhood history of maltreatment.

        ii.   Personal History of Foster Siblings: measured by the self-reported number of foster siblings legally placed in the respondent's home while growing up.

        iii.   Personal History of Foster Parenting: measured by the total number of foster children legally placed in the home under the respondent's supervision.

    e. Perceptions of Well-Being is operationalized as the general sense of self-worth:

        i.   Self-Esteem: measured using the Rosenberg Self-Esteem Scale, a 10-item survey using a 4-point Likert scale ranging from "Strongly disagree" to "Strongly agree." Negative items are reverse-scored and scores are summed for a total self-esteem score ranging from 0 to 30, with higher scores indicating higher self-esteem.

        ii.   Helping Identity is operationalized as the extent to which respondents perceive themselves as caretakers. Helping identity will be measured using the Caregiver Role-Identity Scale, an 8-item survey using a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree." Negative items will be reversed scored and answers will be averaged (range = 1-5) with higher scores indicating an unhealthy caretaking identity.

3. *Workplace Characteristics* are operationalized as those qualities in a work environment that can influence worker productivity and satisfaction including organizational climate, supervision, caseload responsibilities, and agency infrastructure.

    a. Organizational Climate (Note: Organizational Climate items will be gathered beginning with Wave 2 in order for participants to have agency experience).

        i.   Organizational Cultural Climate: conceptualized as the extent to which respect for diversity is evident in the organization. This will be measured using the Organizational Cultural Competence Scale, a 6-item survey addressing agency policies and services emphasizing commitment to diversity. Items are measured using a 4-point Likert scale with response options ranging from "Almost always" to "Almost never." Negative items will be reverse scored and summed with scores ranging from 0 to 18 so that higher scores indicate higher perceived organizational commitment to cultural diversity.

        ii.   Experiences of Bias: conceptualized as a respondent's experiences with bias due to group membership, both personally and observed, within their employing agency. Respondents will be asked if they observed or

experienced bias by members of the organization in 9 categories of group membership. Responses will be summed within category (personally experienced or witnessed) with higher scores representing more biased attitudes and behaviors by the organization.

    iii. Organizational Attitudes toward Clients: conceptualized as perceived attitudes about clients and services within the organization. This will be measured using the Organizational Ethos subscale of the Child Welfare Organizational Climate Inventory (CWOCI). This subscale is 6 items and uses a 4-point Likert scales with response options ranging from strongly disagree to strongly agree. Responses will be summed with scores ranging from 0-18 with higher scores indicating higher perceived negative organizational attitudes toward clients.

b. Physical Environment is conceptualized as satisfaction with the comfort and utility of the physical workspace. It will be measured using a 15-item survey utilizing a 6-point Likert scale ("Strongly disagree" to "Strongly agree"). Negative items will be reverse scored and responses will be summed with a range of 0 to 75 with higher scores representing greater satisfaction with the physical work environment. (Note: Physical Environment items will be gathered beginning with Wave 2 in order for participants to have agency experience).

c. Supervision/Management Practices are conceptualized as supervisory and administrative style and characteristics that create a supportive and productive work environment. This area is operationalized as career mentoring, supervisory style, administrative support, and clerical support. (Note: Supervision/Management Practices items will be gathered beginning with Wave 2 in order for participants to have agency experience).

    i. Career Mentoring: conceptualized as to the extent to which supervisors are available to support and provide information on career development both within and outside of the organization. This will be measured using the Career Support subscale of the Mentoring Functions Questionnaire. This is a 3-item subscale using a 5-point Likert scale ("Strongly disagree" to "Strongly agree"). Scores are summed such that higher scores represent better career mentoring experiences by supervisors.

    ii. Supervisory Style: conceptualized as the extent to which immediate supervisors are perceived to be available for consultation and feedback on performance, cases, and implementation of agency policy. This will be measured using the Supervisory Support subscale of the Child Welfare Organizational Climate Inventory. This subscale includes 20 items and uses a 4-point Likert scale with response options ranging from "Strongly disagree" to "Strongly agree." Responses will be summed with scores ranging from 0 to 60 with higher scores indicating more positive perceptions of supervisory style.

    iii. Administrative Support: conceptualized as the extent to which program administrators (e.g. agency directors, etc.) are perceived to be supportive and promoting the best interests of front-line staff. This will be measured using the Administrative Support subscale of the Child Welfare

Organizational Climate Inventory. This subscale is 10 items and uses a 4-point Likert scales with response options ranging from "Strongly disagree" to "Strongly agree." Responses will be summed with scores ranging from 0 to 30 with higher scores indicating more positive perceptions of administrative support.

    iv. Perceived Availability of Clerical Support: conceptualized as the extent to which clerical staff are perceived to promote efficiency in worker task performance measured through two items addressing:

        1. Self-reported adequacy of clerical support availability using a 4-point Likert scale ranging from "Not at all" to "Completely."

        2. Self-reported satisfaction level with the clerical support provided using a 4-point Likert scale ranging from "Not at all" to "Complete."

d. Individual Workplace Characteristics are conceptualized as work obligations and experiences associated with carrying out those obligations include caseload size and severity, hours worked, salary and benefits, exposure to threats and violence, flexibility in personal scheduling, and opportunities for advancement.

    i. Caseload Indicators include measures of perceived size and severity of a respondent's caseload. Information collected on caseload characteristics will begin with Wave 2.

        1. Perceived caseload size will be measured using a self-report of:

            a. the number of active cases the respondent is currently assigned;

            b. the number of active cases the respondent is carrying as a courtesy case;

            c. the total number of children the respondent is currently managing;

            d. perception of the manageability of the current caseload size using a 4-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

        2. Perceived caseload severity: Specific measurement to be determined.

    ii. Hours Worked: will be measured using 5 items:

        1. Scheduled number of days in an average week;

        2. Total number of days worked in an average week;

        3. Scheduled number of hours worked in an average week;

        4. Number of days per week working more than scheduled hours;

        5. Total number of hours worked in the past week.

    iii. Flexibility: conceptualized as the perceived amount of autonomy a respondent has in scheduling how work responsibilities are completed. This will be measured using 3 dichotomous items (yes/no) reflecting perceptions of flexibility in the work environment. Responses will be summed such that higher scores reflect greater autonomy in scheduling.

    iv. Perceptions of/Exposure to Threats or Violence: measured using 10 dichotomous items (yes/no) that reflect experiences and consequences of physical violence and threats of physical violence while responding to client situations. Responses will be summed such that higher scores reflect more

experiences of workplace violence. Workplace violence items will be collected beginning in Wave 2 in order for participants to have agency experience.

    v.   Salary and Benefits

        1. Salary and salary satisfaction will be measured through two items:

            a. Self-reported annual salary from current full-time position;

            b. Satisfaction level using the 4-item salary subscale of the Job Satisfaction Survey. Items utilize a 6-point Likert scale ("Disagree very much" to "Agree very much"). Negative items are reverse scored and responses will be summed (range = 0-20) where higher scores represent greater salary satisfaction.

        2. Satisfaction with Benefits will be measured using the 4-item benefits subscale of the Job Satisfaction Survey. Items utilize a 6-point Likert scale with response options ranging from "Disagree very much" to "Agree very much." Negative items are reverse scored and responses will be summed (range = 0-20) where higher scores represent greater satisfaction with employment benefits.

    vi. Perceived Opportunities for Advancement: measured using the 4-item promotion subscale of the Job Satisfaction Survey. Items utilize a 6-point Likert scale ("Disagree very much" to "Agree very much"). Negative items are reverse scored and responses will be summed (range = 0-20) where higher scores represent greater satisfaction with opportunities for advancement.

  e. Agency Infrastructure is operationalized as characteristics that affect agency functioning and efficiency in service provision. These measures will be collected quarterly from agency representatives rather than from individual respondents in order to enhance validity.

    i.   Agency auspice: Measured dichotomously as either a public or private entity (baseline only).

    ii. Co-location of CMs and CPIs: Measured dichotomously (yes/no) (baseline only).

    iii. Vacancies: measured as the total number of vacant positions in related positions in the agency.

    iv. FTEs: measured as the total number of FTEs in related positions in the agency. A ratio variable will be created by dividing vacancies by total FTEs to calculate the vacancy rate in related positions.

    v.   Organizational Size: measured as a ratio of the total number of clients served divided by the total number of FTEs creating a variable of FTE per client.

4. *Worker Beliefs & Behaviors* are conceptualized as knowledge, attitudes, and responses to client circumstances and employment conditions. This is operationalized as personal and emotional responses to job conditions, personal attitudes about work and clients, career aspirations, physical and mental health, social support, and coping strategies.

a. Responses to Job Conditions reflects the cognitive and emotional responses to a stressful work environment.
   i. Intentions to Leave Child Welfare: reflects someone's desire to leave their child welfare position and will be measured through several questions beginning in Wave 2:
      1. Serious desire to leave in the past 6 months (yes/no)
      2. Reason for considering leaving is a categorical variable with options including a) seeking a new position; b) temporary leave of the workforce (e.g., health, care for family member, etc.); c) return to school.
      3. Actions undertaken to look for a new position is a 7-option, multiple-response categorical variable ranging from talking to friend to completing an interview.
   ii. Intentions to Remain in Child Welfare: reflects a commitment to staying engaged in child welfare work despite work-related stress. It will be measured using the Intent to Remain Employed in Child Welfare (IRE-CW), a 9-item survey using a 4-point Likert scale ("Strongly agree" to "Strongly disagree"). Negative items are reverse-scored and responses are summed (0-27) such that higher scores indicate a stronger intention to remain in child welfare. Information collected on intent to remain in child welfare will begin in Wave 2.
   iii. Secondary Victimization: reflects the extent to which respondents have a trauma response to the experiences of clients. It will be measured using the Secondary Traumatic Stress Scale, a 17-item survey assessing personal responses to client traumatic experiences. The questions are measured on a 5-point Likert scale ranging from "Never" to "Very often" with scores summed such that higher scores indicate greater levels of personal traumatic stress resulting from client situations. Information collected on secondary victimization will begin in Wave 2.
   iv. Stress reflects perceptions of and responses to demanding situations within the previous 30 days. It will be measured using the Perceived Stress Scale – short form. This 4-item scale utilizes a 5-point Likert scale ("Never" to "Very often"). Positive items will be reverse-scored and responses will be summed such that higher scores indicate greater stress. Information collected on stress will begin in Wave 2.
   v. Burnout reflects the extent to which respondents experience emotional exhaustion as a result of their work experiences. It will be measured using the emotional exhaustion subscale of the Maslach Burnout Inventory, a 7-item survey utilizing a 7-point Likert scale assessing frequency of various work-related responses ("Never" to "Every day"). Positive items will be reverse-scored such that higher scores reflect higher levels of emotional burnout. Information collected on burnout will begin in Wave 2.
b. Personal Attitudes
   i. Work Self-Efficacy reflects the degree to which employees perceive they are able to accomplish core work tasks. It will be measured using the Self

Efficacy Assessment-Social Work, a 20-item scale assessing beliefs about capacity to carry out child welfare tasks. Responses utilize a 4-point Likert scale ranging from "Weak" to Very strong" belief in one's ability. Negative items will be reverse-scored and responses will be summed (range = 0-60) such that higher scores reflect greater confidence in carrying out work tasks. Information collected on work self-efficacy will begin in Wave 2.

    ii. Professionalism reflects the general level of respect that professional staff have toward their clients and community-based collaborators. This will be measured using the Professionalism subscale of the Child Welfare Organizational Climate Inventory. This subscale is 15 items and uses a 4-point Likert scales with response options ranging from "Strongly disagree" to "Strongly agree." Responses will be summed with scores ranging from 0 to 45 with higher scores indicating higher levels of professionalism. Information collected on Professionalism will begin in Wave 2.

    iii. Perceptions of Child Welfare reflect the extent to which workers perceive positive or negative views of the child welfare profession by members of the general public. This will be measured using the Perceptions of Child Welfare Survey, a 14-item survey scored on a 4-point Likert scale ("Strongly disagree" to "Strongly agree"). Negative items are reverse-scored and responses are summed (range = 0-42). Higher scores reflect the perception of a more positive view of child welfare work by the general public. Information collected on perceptions of child welfare will begin in Wave 2.

    iv. Compassion for Clients reflects the extent to which workers are able to empathize with client circumstances. Compassion will be measured using 4 subscales of the Neff Compassion Scale, modified to have a focus on clients. The 4 subscales include: Kindness, Indifference, Mindfulness, and Disengagement.   Each subscale consists of 4 items measured using a 5-point Likert scale ("Almost never" to "Almost always") for instances describing worker responses to client circumstances. Negative items will be reverse-scored and summed (range = 0-64) such that higher scores represent more compassion toward clients. Information collected on compassion will begin in Wave 2.

c. Career Aspirations reflects the extent to which workers engage in career planning and identify strategies to achieve their plans. This will be measured using two subscales of the Career Planning Scale. Information collected on career aspirations will begin in Wave 2.

    i. The goals and confidence subscale measures knowledge of career goals and confidence in achieving those goals. The subscale consists of 6 items measured on a 6-point Likert scale ("Strongly disagree" to "Strongly agree"). Negative items will be reverse-scored and responses summed (range = 0-30) such that higher scores reflect a greater amount of self-initiated career planning.

    ii. The career involvement subscale measures the extent to which a respondent's current work is a central part of their identity. The subscale consists of 8 items measured on a 6-point Likert scale ("Strongly disagree"

to "Strongly agree"). Negative items will be reverse-scored and responses summed (range = 0-40) such that higher scores reflect more personal identification with their career.

d. Physical and Mental Health is operationalized through screeners for general health, mental health, and substance use.

    i. Perceptions of General Health/Mental Health Status: measured by self-perceptions of general physical and emotional well-being in two ways:

        1. Respondents' perceptions of general health and mental health using a 5-point scale ("Excellent" to "Poor") and the impact of any conditions on daily functioning (yes/no);

        2. Sleep Disturbance operationalized using a 4-item measure from the Health & Work Performance Questionnaire (HPQ). Respondents are asked about the frequency of various types of disrupted sleep using a 5-point Likert scale ranging from "All of the time" to "None of the time". Items will be reverse-scored and summed (range = 0-16) such that higher scores reflect greater sleep disturbance.

    ii. Mental Health: operationalized by assessing general mental health. It will be measured using the Health & Work Performance Questionnaire (HPQ) screening instrument designed to detect common psychiatric conditions. The questions focus on typical symptoms of depression and anxiety (e.g., ability to concentrate, loss of sleep, etc.) where respondents are asked to indicate how frequently they have experienced the symptoms in the past 30 days, using a 4-point Likert scale ("Never" to "Always"). Negative items are reversed-scored and responses are summed to a total score (range = 0-36), where higher scores indicate greater mental health difficulties.

    iii. Substance Use includes two components:

        1. Alcohol Use: measured by the level of alcohol use involvement using a frequency measure of consumption in the past 30 days. Women are asked how many days they have consumed more than 1 drink and men are asked the number of days consuming 2 or more drinks. These amounts correspond with National Institute of Alcohol Abuse & Alcoholism guidelines for responsible alcohol consumption.

        2. Tobacco use: measured by the use and frequency of use for tobacco products.

    iv. Health Limitations: Measures the number of days in the past month that respondents were limited in their daily activities by physical health, mental health, or substance use issues.

e. Social Support is conceptualized as the perception of assistance, both tangible and emotional, available from work and personal networks. It will be measured through two components:

    i. Intangible: the extent to which the respondent perceives that others are available to provide intangible assistance when responding to work difficulties. This is a 5-item scale, asked for 3 categories of people (supervisor, co-worker, family/friends) using a 4-point Likert scale ("Not at all" to "Very much"). Scale sub-scores are created for each category (range

= 0-15) such that higher scores reflect higher levels of perceived social support.

      ii.   Tangible: the extent to which the respondent perceives that work colleagues are available to provide assistance when the workload becomes too stressful or overwhelming. This is a 3-question instrument using a 4-point Likert scale ("Never" to "Always"). Responses are summed (range = 0-9) with higher scores indicating higher levels of perceived tangible support available from work colleagues. Information collected on tangible social support by colleagues will begin in Wave 2.

    f.   Coping Strategies is conceptualized as the behaviors that one uses in response to stressful or difficult situations. This will be measured using the Coping Inventory for Stressful Situations, a 48-item scale capturing 3 behavior-types of coping: 1) task-oriented; 2) emotion-orientation; and 3) avoidance-oriented. Respondents are asked about the frequency of engaging in different behaviors on a 5-point Likert scale ("Not at all" to "Very much"). These subscales will be used to create a categorical variable indicating primary strategy for coping. Respondents will be assigned to a type of coping category based on their highest subscale score indicating the strategies they most frequently use to respond to stressful situations.

5. Community Context variables are operationalized as macro-level factors that may impact both employment opportunities and family functioning. These data will be gathered at the county-level from the US Census or other government sources of information. These variables include:

    a. Population
    b. Poverty rate
    c. Child welfare cases per 1,000
    d. Child welfare-related deaths per 1,000
    e. Unemployment rate
    f. Crime rate
    g. Substance abuse indicator (to be finalized)
    h. Mental health indicator (to be finalized)
    i. Number of Non-English speaking population per 1,000
    j. Population density per square mile