



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

## **ANNUAL REPORT**

Department of Children and Families

Office of Child Welfare

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Mike Carroll

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 Statutes (F.S.), which requires the Florida Department of Children and Families (Department) to 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 positions 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, 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 linkage 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.

### Child Welfare Practice Model Transition

Over the last 2 ½ years, the Department has transitioned its Child Welfare Practice 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 Child Welfare

Practice Model allows for the creation of a 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 Child Welfare Practice Model 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 Child Welfare Practice Model and accompanying tools. The Child Welfare Practice Model has required 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 discipline techniques.

## **Child Protective Investigator Positions**

### **Child Protective Investigator Minimum Qualifications, Base Pay and Position Descriptions**

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

- 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;
- 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.

Table 1 provides a full review of the base pay, general job description and minimum qualifications for all four of the Department's Child Protective Investigative classes.

Table 1 – 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"> <li>• Current valid State of Florida driver's license;</li> <li>• A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field);</li> <li>• Must obtain Florida Child Protective Investigator certification within 12 months of hire</li> <li>• Preference given to individuals successfully completing the Department's Child Protection Internship</li> </ul>
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"> <li>• Current valid State of Florida driver's license; and</li> <li>• A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field);</li> <li>• Two years of child protection related experience;</li> <li>• Current Florida Child Protective Investigator certification</li> </ul>
Child Protective Investigator – Field Support Supervisor	021	\$46,900	Performs field based supervision, coaching, mentoring of investigative staff, and 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 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"> <li>• Current valid State of Florida driver's license;</li> <li>• A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field);</li> <li>• Two years of child protection related experience;</li> <li>• Circuit and regional travel required</li> <li>• Current Florida Child Protective Investigator certification</li> </ul>
Child Protective Investigator Supervisor - SES	421	\$49,200	This is an advanced-level professional supervisory position. 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"> <li>• Current valid State of Florida driver's license;</li> <li>• A bachelor's degree from an accredited college or university (preferred degree in social work, behavioral science, nursing or education field);</li> <li>• Three years of child protection related experience;</li> <li>• One year of coordinating the work of CPIs or supervisory/managerial experience; and</li> <li>• Current Florida Child Protective Investigator certification</li> </ul>

Source: Florida Department of Children and Families, Child Protection Transformation Project Executive Steering Committee Presentation dated March 30, 2012, Slide: Job Classification and Position Summary, Page 8.

## Child Protective Investigative Position Classification and Vacancies

<b>Table 2 – Classification and Vacancies of the Department Child Protective Investigative Positions as of 8/24/2015</b>				
Region	Class Title	Positions Allocation as of 8/24/2015	Total Vacant Positions as of 8/24/2015	Percentage of Positions Vacant as of 8/24/2015
Northwest	Child Protective Investigator	130	5	3.85%
	Senior Child Protective Investigator	27	7	25.93%
	Child Protective Investigator – Field Support Supervisor	4	0	0.00%
	Child Protective Investigator Supervisor - SES	30	0	0.00%
	<b>Northwest Total</b>	<b>191</b>	<b>12</b>	<b>6.28%</b>
Northeast	Child Protective Investigator	245	9	3.67%
	Senior Child Protective Investigator	47	7	14.89%
	Child Protective Investigator – Field Support Supervisor	6	0	0.00%
	Child Protective Investigator Supervisor - SES	51	1	1.96%
	<b>Northeast Total</b>	<b>349</b>	<b>17</b>	<b>4.87%</b>
Central	Child Protective Investigator	353	24	6.80%
	Senior Child Protective Investigator	72	7	9.72%
	Child Protective Investigator – Field Support Supervisor	8	2	25.00%
	Child Protective Investigator Supervisor - SES	73	3	4.11%
	<b>Central Total</b>	<b>506</b>	<b>36</b>	<b>7.11%</b>
SunCoast	Child Protective Investigator	110	1	0.91%
	Senior Child Protective Investigator	21	10	47.62%
	Child Protective Investigator – Field Support Supervisor	2	0	0.00%
	Child Protective Investigator Supervisor - SES	22	4	18.18%
	<b>SunCoast Total</b>	<b>155</b>	<b>15</b>	<b>9.68%</b>
Southeast	Child Protective Investigator	122.5	8.5	6.94%
	Senior Child Protective Investigator	26	2	7.69%
	Child Protective Investigator – Field Support Supervisor	3	0	0.00%
	Child Protective Investigator Supervisor - SES	28	0	0.00%
	<b>Southeast Total</b>	<b>179.5</b>	<b>10.5</b>	<b>5.85%</b>
Southern	Child Protective Investigator	106	1	0.94%
	Senior Child Protective Investigator	23	1	4.35%
	Child Protective Investigator – Field Support Supervisor	3	0	0.00%
	Child Protective Investigator Supervisor - SES	25	5	20.00%
	<b>Southern Total</b>	<b>157</b>	<b>7</b>	<b>4.46%</b>
Statewide	Child Protective Investigator	1,066.5	48.5	4.55%
	Senior Child Protective Investigator	216	34	15.74%
	Child Protective Investigator – Field Support Supervisor	26	2	7.69%
	Child Protective Investigator Supervisor - SES	229.5	13	5.66%
	<b>Statewide Total</b>	<b>1,538</b>	<b>97.5</b>	<b>6.34%</b>

Table 2 shows People First data that indicates there were 1,538 positions statewide within the child protection investigative job class as of August 24, 2015. Of the 1,538 positions statewide, the data shows that 97.5 FTE, or 6.34 percent of the positions were vacant as of August 24, 2015. The 6.34 percent vacancy rate for the child protective investigative job class is a decrease from the prior year's data, which indicated a vacancy rate of 16.3 percent.

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

### Child Protective Investigator Caseload

The Department's Regional Operational Staff 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 Regional Operational Staff can track and ensure both the distribution and allocation of child protective investigative positions across 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 SFY 2014-15 the Florida Abuse Hotline accepted a total of 140,206 Intakes that were investigated by Department child protective investigative staff (Sheriff Offices Intakes excluded).<sup>1</sup>

Table 3 shows a distribution for the entire Department led child abuse investigations for the last Table 4 displays a review of the monthly average number of new investigations assigned to two state fiscal years and across the six Department Regions.

Table 3 – Total Florida Abuse Hotline Intakes forwarded for Investigation by Region						
Agency	SFY 2013-14			SFY 2014-15		
	Initial	Additional	Total Initial and Additional	Initial	Additional	Total Initial and Additional
Northwest Region Investigations	15,282	1,686	16,968	16,036	2,196	18,232
Northeast Region Investigations	27,942	3,132	31,074	28,147	3,614	31,761
Central Region Investigations (Sheriff's Offices Excluded)	39,765	4,583	44,348	39,849	5,630	45,479
SunCoast Region Investigations (Sheriff's Offices Excluded)	12,140	1,539	13,679	12,053	1,778	13,831
Southeast Region Investigations (Sheriff's Offices Excluded)	14,651	1,424	16,075	14,508	1,542	16,050
Southern Region Investigations	12,140	1,539	13,679	12,649	1,324	13,973
Investigative Totals (Sheriff's Offices Excluded)	122,584	13,628	136,212	123,242	16,084	139,326

Source: Florida Safe Families Network Data Mart as of 9/1/2015.

<sup>1</sup> Source: Florida Safe Families Network Data Mart as of 6/30/2015.

Child Protective Investigators and Senior Child Protective Investigators by available positions for SFY 2012-13, 2013-14 and 2014-15. 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.

**Table 4 – Monthly Average Number of New Investigations Assigned to the Total Number of Allocated Department Child Protective Investigators and Senior Child Protective Investigators by Fiscal Year.**

	Region	Total Investigative Intakes (Initial and Additional)	Total Child Protective Investigators and Senior Child Protective Investigators as of 6/1/15	Average Monthly Number of New Cases (Intakes/Investigators=X and X/12=Monthly Average Number of New Cases)
SFY 2012-13	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
	<b>Statewide</b>	<b>131,104</b>	<b>1,083</b>	<b>10.08</b>
SFY 2013-14	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
	<b>Statewide</b>	<b>136,212</b>	<b>1,083</b>	<b>10.48</b>
SFY 2014-15	Northwest	17,998	157	9.55
	Northeast	31,481	292	8.98
	Central	46,191	425	9.06
	SunCoast	14,186	131	9.02
	Southeast	16,509	148.5	9.26
	Southern	13,841	129	8.94
	<b>Statewide</b>	<b>140,206</b>	<b>1,282.5</b>	<b>9.11</b>

Source: Florida Safe Families Network Data Mart as of 8/24/2015 and Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, 2014-06-02, and 2015-8-24 as of 9/01/2015

The monthly average number of new cases assigned to the total number of allocated Child Protective Investigators and Senior Child Protective Investigators for SFY’s 2012-13, 2013-14, and 2014-15 were 10.08, 10.48, and 9.11 new cases per month, per investigator, respectively. With the addition of the new child protective investigative positions that were allocated during the 2014 Florida Legislative Session, as expected, there was a reduction in the monthly average number of new cases being assigned to Child Protective Investigators and Senior Child Protective Investigators.

In reducing caseload sizes, the Department is continuing its reduction efforts to move Florida’s child protective investigations capacity closer to the Child Welfare League of America (CWLA)<sup>2</sup>

<sup>2</sup> Source: Child Welfare League of America Recommended Caseload Standards:

<http://66.227.70.18/newsevents/news030304cwlacasead.htm>



recommended caseload standard for investigative worker caseload of 12 active cases per month. 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 continue 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.

### 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 are currently carrying active caseloads. As of June 30, 2015, the average active investigative caseload (Investigations and Special Conditions Referrals) for all Department child protective investigative staff that are assigned as the primary investigator in at least one case was 16.04 cases per Investigator.

Table 5 reflects the variance in the average number of investigations assigned to Child Protective Investigators and Senior Child Protective Investigators when Special Conditions Referrals are factored into the monthly count.

<b>Table 5 – Current DCF Child Protective Investigations and Special Conditions Referrals Workload</b>			
Current Department Child Protective Investigation and Special Conditions Referrals Workload as of 6/30/2015 and Investigation and Special Conditions Referrals Workload for SFY 2014-15 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 6/30/2015	Average Active Investigations Per Assigned Workers as of 6/30/2015
Northwest	2,341	147	15.93
Northeast	3,918	237	16.53
Central	5,760	348	16.55
SunCoast	4,729	294	16.09
Southeast	3,259	198	16.46
Southern	1,512	118	12.81
<b>Total</b>	<b>21,519</b>	<b>1,342</b>	<b>16.04</b>
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 6/30/15.			
Source: Florida Safe Families Network (FSFN) Data Repository as of 8/26/2015			

## 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 positions by the total number of allocated Child Protective Investigator and Senior Child Protective Investigator positions. Table 6 provides a comparison of the average number of Child Protective Investigators assigned to each Child Protective Investigator Supervisors– SES, by region. The current average is 5.6 Child Protective Investigators, with some areas having as many as six direct reports.

Region	Position Allocation SFY 2012-13			Position Allocation SFY 2013-14			Position Allocation SFY 2014-15		
	Child Protective and Senior Child Protective Investigators	Child Protective Investigator Supervisor - SES	Average Child Protective Investigator and Senior Child Protective Investigator Supervisor - SES	Child Protective and Senior Child Protective Investigators	Child Protective Investigator Supervisor - SES	Average Child Protective Investigator and Senior Child Protective Investigator Supervisor - SES	Child Protective and Senior Child Protective Investigators	Child Protective Investigator Supervisor - SES	Average Child Protective Investigator and Senior Child Protective Investigator Supervisor - SES
Northwest	132	27	4.9	132	27	4.9	153	30	5.1
Northeast	250	43	5.8	250	43	5.8	294	50	5.9
Central	391	70	5.6	350	62	5.6	415	73	5.7
SunCoast	109	18	6.0	109	18	6.1	131	22	6.0
Southeast	86	17	5.1	127	24	5.3	152	28	5.4
Southern	113	22	5.1	115	21	5.5	138	25	5.5
Statewide	1,081	197	5.5	1,083	195	5.6	1,283	228	5.6

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2013-06-03, as of 6/1/2013, 2014-06-02, as of 6/1/2014, and 2015-06-01 as of 8/24/2015

## Turnover

Over the course of SFY 2013-14, the statewide turnover rate was 31.6 percent for staff separated from a Department child protective investigative position. The statewide turnover rate for SFY 2014-15 decreased to 30.48 percent.

**Table 7 – Turnover of Department Child Protective Investigation Positions by Region and Class Title**

Region	Class Title	Position Allocation as of 6/2/2014	Separated During the SFY 2013-14	Percentage Turnover SFY 2013-14	Position Allocation as of 8/24/2015	Separated During SFY 2014-15	Percentage Turnover SFY 2014-15
Northwest	Child Protective Investigator	110	38	34.5%	126	38	30.16%
	Senior Child Protective Investigator	22	3	13.6%	27	8	29.63%
	Child Protective Investigator – Field Support Supervisor	3	0	0%	4	0	0.00%
	Child Protective Investigator Supervisor - SES	27	3	11.1%	30	3	10.00%
	<b>Northwest Total</b>	<b>162</b>	<b>44</b>	<b>27.1%</b>	<b>187</b>	<b>49</b>	<b>26.20%</b>
Northeast	Child Protective Investigator	207	76	36.7%	247	87	35.22%
	Senior Child Protective Investigator	43	4	9.3%	47	10	21.28%
	Child Protective Investigator – Field Support Supervisor	5	0	0%	7	0	0.00%
	Child Protective Investigator Supervisor - SES	43	3	6.9%	51	2	3.92%
	<b>Northeast Total</b>	<b>298</b>	<b>83</b>	<b>27.8%</b>	<b>352</b>	<b>99</b>	<b>28.13%</b>
Central	Child Protective Investigator	289	107	37.0%	343	157	45.77%
	Senior Child Protective Investigator	61	13	21.3%	72	14	19.44%
	Child Protective Investigator – Field Support Supervisor	5	1	20.0%	14	0	0.00%
	Child Protective Investigator Supervisor - SES	62	13	20.9%	73	10	13.70%
	<b>Central Total</b>	<b>417</b>	<b>134</b>	<b>32.1%</b>	<b>502</b>	<b>181</b>	<b>36.06%</b>
SunCoast	Child Protective Investigator	90	45	50.0%	110	52	47.27%
	Senior Child Protective Investigator	19	4	21.0%	21	1	4.76%
	Child Protective Investigator – Field Support Supervisor	2	0	0%	2	0	0.00%
	Child Protective Investigator Supervisor - SES	18	3	16.6%	22	6	27.27%
	<b>SunCoast Total</b>	<b>129</b>	<b>52</b>	<b>40.3%</b>	<b>155</b>	<b>59</b>	<b>38.06%</b>
Southeast	Child Protective Investigator	104	30	28.8%	125.5	38	45.77%
	Senior Child Protective Investigator	23	2	8.6%	26	1	19.44%
	Child Protective Investigator – Field Support Supervisor	3	0	0%	4	0	0.00%
	Child Protective Investigator Supervisor - SES	24	6	25.0%	28	1	13.70%
	<b>Southeast Total</b>	<b>154</b>	<b>38</b>	<b>24.6%</b>	<b>183.5</b>	<b>40</b>	<b>21.80%</b>
Southern	Child Protective Investigator	94	54	57.4%	115	39	33.91%
	Senior Child Protective Investigator	21	4	19.0%	23	3	13.04%
	Child Protective Investigator – Field Support Supervisor	3	0	0%	3	0	0.00%
	Child Protective Investigator Supervisor - SES	21	2	9.5%	25	1	4.00%
	<b>Southern Total</b>	<b>139</b>	<b>60</b>	<b>43.1%</b>	<b>166</b>	<b>43</b>	<b>25.90%</b>
Statewide	Child Protective Investigator	894	350	39.1%	1066.5	411	38.54%
	Senior Child Protective Investigator	189	30	15.8%	216	37	17.13%
	Child Protective Investigator – Field Support Supervisor	21	1	4.7%	34	0	0.00%
	Child Protective Investigator Supervisor - SES	195	30	15.3%	229	23	10.04%
	<b>Statewide Total</b>	<b>1,299</b>	<b>411</b>	<b>31.6%</b>	<b>1,545.5</b>	<b>471</b>	<b>30.48%</b>

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide SFY's 2013-14 and 2014-15.

The primary reasons documented in the People First data system for all separations of Department child protective investigative staff for SFY's 2013-14 and 2014-15 is provided in Table 8.

<b>Table 8 – Reasons Documented in People First for Child Protective Investigative Staff Separations</b>				
Separation Reason	SFY 2013-14 SFY	Percentage of Separation Reasons for SFY 2013-14	SFY 2014-15	Separation Reasons by % for SFY 2014-15
Abandonment	1	<1%	1	<1%
Death of Employee	0	0%	0	0%
Dismissal	21	5%	19	3.9%
Dismissal Employee Also Retires	0	0%	1	<1%
Failed Probationary Period	20	5%	42	8.6%
Move to Non State of Florida Government (local or federal)	16	4%	46	9.5%
Move to Private Sector	41	10%	78	16.1%
Move within State of Florida Government	26	6%	34	7%
Other	228	55%	259	53.2%
Retirement	10	2%	7	1.4%
Termination-Initiated by Employee*	48	12%	0	0%
Totals	411	100%	487	100%

Source: Florida Department of Children and Families, HR-Public Reports, Turnover Statewide 2013-07-01—2015-8-24 as of 8/24/2015. \*All of these categories are employee initiated, except Dismissal, Failed Probationary Period.

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. As part of the recommendation, the Department has introduced 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. In the fall of 2014, Infor PeopleAnswers worked with the Department to survey all Child Protective Investigators and Child Protective Investigator Supervisors. From the data collected in the surveys, Infor PeopleAnswers created a customized child protective investigator performance profile that could be applied to all future child protective investigative applicants in an effort to ensure that a potential candidate's behavioral traits give them the highest probability of achieving success as a child protective investigator.

As of January 2015, all new CPI applicants are now invited to take the Infor Behavioral Assessment. Candidates are invited by the Regional Hiring/Recruiter Specialist to create a profile and take the assessment. After the CPI candidate has created the profile, a goodness of fit score is created based on their responses to the assessment. The Infor system ranks candidates as: Recommended, Recommended with Reservations, Recommended with Qualifications, and Not Recommended. As of 9/3/2015, 57 percent of all new hires scored in the Recommended with Reservations or Recommended range.

## Educational Levels and Background of Child Protective Investigative Staff

### Statutory Requirements

Subsection 402.402(1), F.S. directs the Department to recruit and hire persons qualified by their education and experience to perform social work functions. Preference should be given to individuals having a social work degree with a second level preference given to individuals with a human service related degree with the goal of having 50 percent of its workforce having a social work degree by 2019.<sup>3</sup>

### Educational Attainment of Employed Child Protective Investigative Staff

As of August 24, 2015 a People First data extract indicated there were 1,538 active FTE child protective investigative positions within the People First data system, of which 14 did not identify the type of degree held; 1,258 were identified as having a bachelor's degree; 260 were identified as having a master's degree; and six were identified as having a doctorate degree.<sup>4</sup>

As of August 24, 2015, 235 of the 1,538 FTE child protective investigative staff listed in the People First data set held a degree in social work (167 baccalaureate and 68 masters' degrees) for a total percentage of active FTE child protective investigative staff that currently hold a degree in social work of 15.3 percent.<sup>5</sup>

An additional 505 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 (436 baccalaureate, 68 master's degrees, and 1 doctorate degree) for a percentage of active FTE child protective investigative staff that hold a secondary preferred degree of 33 percent.<sup>6</sup>

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 55 child protective investigative staff (47 bachelors and 8 masters) currently hold social work degrees and this total accounts for 31 percent of the current Northwest Region FTE workforce, while the Central Region follows with 14 percent of its workforce holding a social work degree, 67 total (42 bachelors and 25 masters).<sup>7</sup>

For a more detailed review of the education level and degree type of the 1,538 FTE child protective investigative staff that were contained within the August 24, 2015 Peoples First data extract, please see Table 9.

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<sup>3</sup> Chapter 402.402(1)(a)(b)&(c), Florida Statute (2014)

<sup>4</sup> Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2015-06-01, as of 8/24/2015.

<sup>5</sup> Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2015-06-01, as of 8/24/2015.

<sup>6</sup> Source Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2015-06-01, as of 8/24/2015.

<sup>7</sup> Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2015-06-01, as of 8/24/2015.

Degree Type	Northwest	Northeast	Central	SunCoast	Southeast	Southern	Statewide
Baccalaureate Degree Social Work	47 (26%)	23 (7%)	42 (9%)	11 (8%)	30 (18%)	14 (9%)	167 (12%)
Master's Degree Social Work	8 (5%)	15 (5%)	25 (5%)	2 (1%)	8 (5%)	10 (7%)	68 (5%)
Baccalaureate Degree Psychology, Sociology, Counseling, Special Education, Education, Human Development, Child Development, Family Development, Marriage and Family Therapy or Nursing	39 (22%)	123 (37%)	139 (30%)	46 (33%)	43 (25%)	46 (31%)	436 (30%)
Master's Degree Psychology, Sociology, Counseling, Special Education, Education, Human Development, Child Development, Family Development, Marriage and Family Therapy or Nursing	8 (5%)	19 (6%)	27 (6%)	4 (3%)	3 (2%)	7 (5%)	68 (5%)
Baccalaureate Degree Other	75 (42%)	135 (41%)	225 (48%)	73 (52%)	77 (46%)	70 (47%)	655 (46%)
Master's Degree Other	15 (9%)	32 (10%)	30 (6%)	9 (6%)	14 (8%)	24 (16%)	124 (9%)
No Education Data Available	0 (0%)	0 (0%)	5 (1%)	8 (6%)	0 (0%)	0 (0%)	8 (5%)
Baccalaureate Degree Total	161 (90%)	281 (85%)	406 (86%)	130 (93%)	150 (89%)	130 (87%)	1,258 (87%)
Master's Degree Total	31 (17%)	66 (20%)	82 (18%)	15 (11%)	25 (15%)	41 (27%)	260 (18%)
Doctorate Degree Total	0 (0%)	0 (4%)	2 (<1%)	1 (<1%)	1 (1%)	1 (1%)	5 (<1%)
Total Employed as of 8/24/2015*	179 (100%)	332 (100%)	470 (100%)	140 (100%)	169 (100%)	150 (100%)	1,440 (100%)

Source: Florida Department of Children and Families, HR-Public Reports, Position Funding Statewide 2015-06-01, as of 8/24/2015. \* This number does not include vacant positions

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 bachelors or master's degree from an accredited social work program. During the SFY 2014-15, the number of employees' holding a bachelor's degree in the area of social work increased from 109 to 167, an increase total of 53 percent and the number of employees' holding a master's degree increased from 43 to 68 individuals, an increase total of 58 percent. The Department is 22 percent toward the goal of having at least half of all child protective investigators and supervisors employed holding a bachelor's or master's degree in the area of social work from a college or university accredited by the Council of Social work Education by July 2019.

## Department of Children and Families 2015 Annual Child Protection Investigative Survey Results

### Child Protection Investigation Survey Results

The Department emailed its Annual Child Protection Investigative Survey to all Child Protective Investigators, Senior Child Protective Investigators and Child Protective Investigator Supervisors as a way to gain insight into understanding how CPI's, Senior CPI's and CPI Supervisor's view their current work environment and gauge staff's overall view of what is important to them. The survey was administered over a two week period from July 31, 2015 – August 14, 2015 through the Department's Survey Monkey account. All active CPI's, Senior CPI's and CPI Supervisors were encouraged to participate in the survey and was sent the survey link. The survey was estimated to take about 10 minutes, with 11 questions to complete.

The survey had a 40 percent participation rate and garnered an average of 600 responses, with the average respondent having a tenure of five or more years with the Department (26.4%) followed by respondents having a tenure of six months to one year (21.78%). Table 9 shows participant responses to questions related to employee perceptions of the current work place.

Table 10 – Child Protective Investigation Survey Results, Employee Perception of the Work Environment						
Child Protective 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	177	310	82	36	605
Two	The training I received upon accepting the position prepared me for the Child Protective Investigator (Senior CPI, CPI - Supervisor) role	102	338	121	44	605
Three	The ongoing training that I received is adequate	117	374	90	21	602
Four	My immediate supervisor communicates job expectations and responsibilities clearly	263	261	53	26	603
Five	I feel like Senior Management (Program Administrator and up) "has my back"	145	273	112	67	597
Six	My immediate supervisor provides me with timely feedback	258	262	55	27	602
Seven	My immediate supervisor provides me with fair and honest feedback	271	254	51	24	600
Eight	I have sufficient discretion to perform my job and make informed decisions	197	329	57	17	600
Nine	My supervisor appreciates my work	245	275	60	19	599
Ten	My workload is manageable	81	270	147	102	600
Eleven	Senior Management appreciates my work	121	308	118	45	592
Twelve	If I struggle with my workload I can ask for assistance	129	310	117	38	594
Thirteen	I have enough time for my personal life	43	175	193	185	596
Fourteen	The Department offers career paths for Child Protective Investigators (Senior CPI, CPI-Filed Support Supervisor and CPI -Supervisor)	122	365	77	37	601
Fifteen	I plan to stay with DCF for one or more years	217	306	47	32	602
Sixteen	Every week I have at least one full day without any work responsibilities	50	121	175	251	597

Source: The Department of Children and Families 2015 Annual Child Protective Investigation Survey Results. Run Date 7/31/2015 - 8/14/2015

Table 11 shows participant responses to questions related to characteristics that are important to them. Based on participant responses, the table show that overall employees value the ability to manage their work and personal life, have support available to them, and have time off each week with no work responsibilities. These attributes chosen as important to participants are consistent with the responses to the table above where employees' top three areas of "strongly disagree" and "disagree" were: "I have enough time for my personal life", "Every week I have at least one full day without any work responsibilities" and "having a manageable workload".

Table 11 – Child Protective Investigations Survey – Characteristics of Importance													
Child Protective 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	1	4	6	6	38	15	69	128	77	264	605	8.52
Two	Treatment from supervisor and senior management	0	2	1	1	3	21	19	27	94	89	346	9.04
Three	Base Pay	2	1	2	7	39	28	55	84	87	300	605	8.66
Four	Overtime Pay	10	5	6	9	37	36	52	75	76	298	604	8.45
Five	Discretionary performance bonus	10	4	10	6	55	45	57	88	75	256	606	8.18
Six	Job-related training	2	1	0	2	19	28	27	90	110	324	603	8.98
Seven	Immediate Supervisor recognition for my work	10	9	8	17	64	52	72	107	93	172	604	7.73
Eight	Senior management recognition for my work	15	9	15	16	72	55	84	91	94	153	604	7.49
Nine	Time off each week with no work responsibilities	10	7	6	9	29	18	29	67	83	345	603	8.73
Ten	Temporary relief from caseload rotation if necessary	7	1	10	8	32	16	39	78	94	316	601	8.70
Eleven	Availability of support	0	1	3	5	17	11	33	70	112	350	602	9.10
Twelve	Ability to Manage work and personal life	1	1	2	1	14	7	23	46	75	430	600	9.38
Thirteen	Career options/ advancement within DCF	3	4	2	5	27	28	39	81	102	312	603	8.79

Source: The Department of Children and Families 2015 Annual Child Protective Investigation Survey Results. Run Date 7/31/2015 - 8/14/2015



Within the questions that were scored on a scale of 1 to 10 (“1 meaning ‘not important at all’ and 10 meaning “extremely important”), the four highest scoring responses of importance are identified in Table 12. These findings are consistent with the responses to the North Highland’s CPI Retention Survey administered to CPI’s, Senior CPI’s and CPI Supervisor’s during the SFY 2013-14, where participants selected the same characteristics as being most important to them.

Table 12 – Child Protective Investigations Survey – Top Four Statements of Importance													
Four Highest Scoring Responses from Child Protective 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	1	1	2	1	14	7	23	46	75	430	600	9.38
Eleven	Availability of support	0	1	3	5	17	11	33	70	112	350	602	9.10
Nine	Time off each week with no work responsibilities	10	7	6	9	29	18	29	67	83	345	603	8.73
Six	Job-related training	2	1	0	2	19	28	27	90	110	324	603	8.98

Source: The Department of Children and Families 2015 Annual Child Protective Investigation Survey Results. Run Date 7/31/2015 - 8/14/2015

Tables 13 and 14 show the top three statements survey participants “strongly agree/agree” and the top three statements participants “strongly disagree/disagree” with regarding the work environment.

Table 13 – Child Protective Investigation Survey – Top Three Agree Statements						
"Top Three Strongly Agree/Agree Statement "For the following statements, please indication how much you agree/disagree"						
Question #	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Total Responses
Seven	My immediate supervisor provides me with fair and honest feedback	271 (45.17%)	254 (42.33%)	51 (8.50%)	24 (4.00%)	600
Four	My immediate supervisor communicates job expectations and responsibilities clearly	263 (43.62%)	261 (43.28%)	53 (8.79%)	26 (4.31%)	603
Six	My immediate supervisor provides me with timely feedback	258 (42.86%)	262 (43.52%)	55 (9.14%)	27 (4.49%)	602

Source: The Department of Children and Families 2015 Annual Child Protective Investigation Survey Results. Run Date 7/31/2015 - 8/14/2015

Table 14 – Child Protective Investigations Survey – Top Three Disagree Statements						
"Top Three Strongly Disagree/Disagree Statement "For the following statements, please indicate how much you agree/disagree"						
Question #	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Total Responses
Sixteen	Every week I have at least one full day without any work responsibilities	50 (8.38%)	121 (20.27%)	175 (29.31%)	251 (42.04%)	597
Thirteen	I have enough time for my personal life	43 (7.21%)	175 (29.36%)	193 (32.38%)	185 (31.04%)	596
Ten	My workload is manageable	81 (13.50%)	270 (45.00%)	147 (24.50%)	102 (17.00%)	600

Source: The Department of Children and Families 2015 Annual Child Protective Investigation Survey Results. Run Date 7/31/2015 - 8/14/2015

### Survey summary:

The administered survey provided the CPI's, Senior CPI's and CPI Supervisor's an opportunity to voice their concerns, likes and dislikes about their work environment as well as information on what motivates them. At the end of the survey, participants were given the chance to provide feedback and comments they wanted to share. In response to the feedback received, the Department will work to understand how to continue improving the work environment in an effort to recruit and retain staff in this critical and important job class.

### Conclusions

The Department has worked hard to implement 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. The Department continues to make strides in lowering the turnover rate and increasing the number of social work majors recruited to fill positions contained in the investigative position classes.