



## Stay Survey Preliminary Survey Results

*January 2017*

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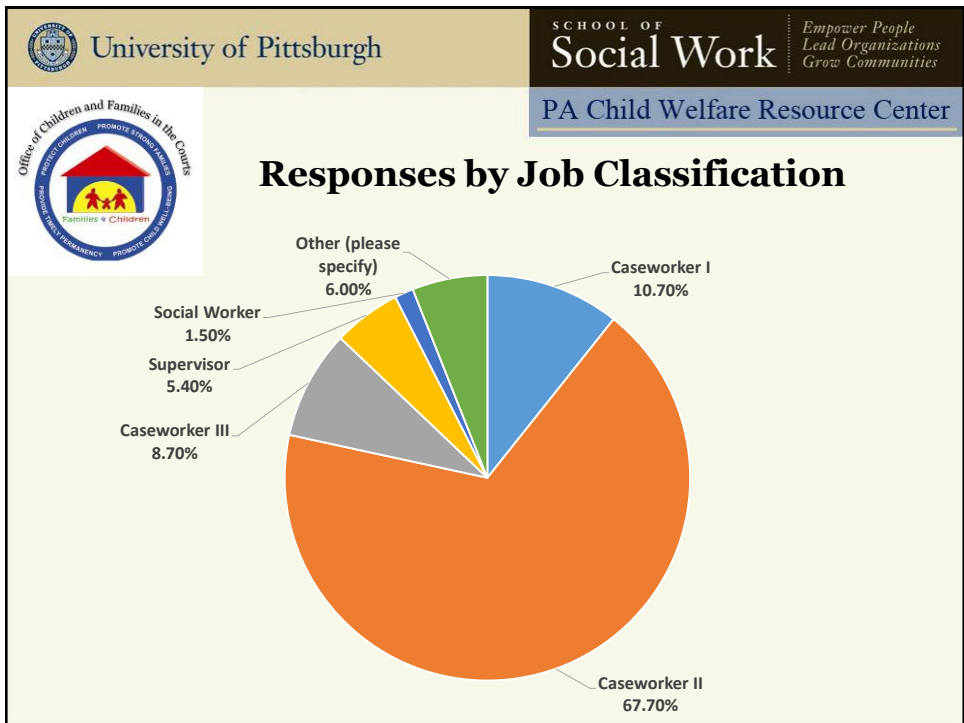
*Mike Byers, MSW*

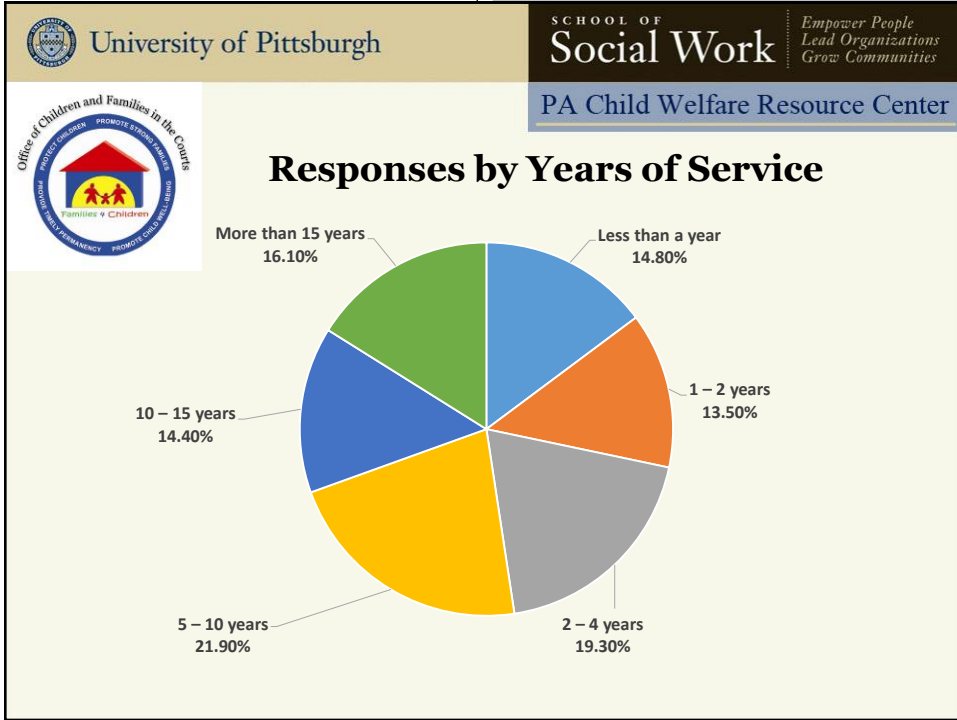
Thursday, March 30, 2017



## Responses by Leadership Roundtable

LRT	Counties	n	%
1	Philadelphia, Allegheny, Montgomery, Bucks, Delaware	263	19.4%
2	Lancaster, Chester, York, Berks, Westmoreland	243	17.9%
3	Luzerne, Lehigh, Lackawanna, Northampton, Dauphin	213	15.7%
4	Cumberland, Erie, Washington, Beaver, Butler	105	7.7%
5/6	Cambria, Schuylkill, Fayette, Franklin, Fulton, Monroe, Centre, Blair, Lebanon, Lycoming, Northumberland, Adams	224	16.5%
7	Indiana, Clearfield, Armstrong, Jefferson, Clarion, Venango, Warren, Forest, McKean, Elk, Cameron, Somerset, Bedford, Huntingdon, Mifflin, Juniata, Perry, Greene, Mercer, Lawrence, Crawford	222	16.3%
8	Potter, Tioga, Bradford, Clinton, Union, Snyder, Montour, Columbia, Wayne, Pike, Susquehanna, Carbon, Sullivan, Wyoming	89	6.5%





	< 1 Year (n = 182)	1 - 2 Years (n = 173)	2 - 4 Years (n = 251)	5 - 10 Years (n = 263)	10 - 15 Years (n = 169)	+ 15 Years (n = 145)
Leadership/Management of the agency	22.5%	16.8%	13.1%	9.1%	5.9%	11.0%
My Supervisor	59.9%	57.8%	51.0%	51.7%	40.2%	42.8%
My Colleagues	69.8%	65.3%	61.8%	57.8%	49.7%	56.6%
Ability to Make an Impact on Children and Families	77.5%	68.8%	68.9%	65.4%	63.9%	66.9%
Work Environment	32.4%	19.7%	16.7%	11.4%	14.8%	15.9%
Salary/Benefits	34.6%	35.3%	24.3%	27.8%	28.4%	28.3%
Flexibility	42.9%	48.0%	46.2%	55.5%	59.8%	62.1%
Other (please specify)	5.5%	7.5%	6.4%	13.3%	16.0%	11.0%
Benefits (not salary)	0.5%	2.3%	2.4%	5.3%	7.1%	4.1%



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PROMOTE CHILD WELFARE PROMOTE CHILD PROTECTION

### Caseworkers: What do you like about your job that makes you want to stay?

73 "other" responses

< 1 yr. (n=9)	1-2 yrs. (n=9)	2-4 yrs. (n=10)	5-10 yrs. (n=21)	10-15 yrs. (n=14)	+ 15yrs. (n=10)
Close to my home	Good experience, learning a lot	Job security	Working with children and families	Variety	Working with families
"I have been traveling out of state for a few years, and this is the only job that was hiring closer to home."	"I like that we are given a wealth of knowledge and experience in the areas of mental health."	"Job stability/security"	"I enjoy working with children, I love FGDM!"	"I don't sit at a desk all day. It's always different from day to day."	"I love working with the children and families."

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### Supervisors: What do you like about your job that makes you want to stay?

	Percentage (%) (n = 73)
Leadership/Management of the agency	11%
My Supervisor	24.7%
My Colleagues	53.4%
Ability to Make an Impact on Children and Families	69.9%
Work Environment	19.2%
Salary/Benefits	38.4%
Flexibility	53.4%
Other (please specify)	5.5%
Benefits (not salary)	1.4%

*Highlights of "Other" Responses*

- Close to retirement
- Years of service






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## Caseworkers: What do you NOT like about your job that makes you want to leave?

	< 1 Year (n = 182)	1 – 2 Years (n = 173)	2 – 4 Years (n = 251)	5 – 10 Years (n = 263)	10 – 15 Years (n = 169)	+15 Years (n = 145)
There is nothing at this time that would make me want to leave.	12.1%	6.4%	4.0%	2.7%	1.8%	9.0%
Leadership/Management of the Agency	17.0%	30.1%	40.2%	49.4%	43.2%	43.4%
My Supervisor	12.1%	14.5%	12.7%	10.3%	13.0%	8.3%
My Colleagues	3.8%	5.8%	5.2%	8.0%	5.9%	6.2%
Inability to make an impact on children and families	10.4%	9.2%	15.5%	23.6%	13.6%	13.1%
Work Environment	12.6%	26.6%	29.9%	38.8%	31.4%	27.6%
Salary/Benefits	41.8%	48.0%	53.0%	45.6%	46.7%	38.6%
Work Hours	22.5%	31.8%	29.5%	25.1%	16.0%	13.1%
On-Call	22.0%	34.7%	32.3%	31.2%	24.9%	17.9%
Court	16.5%	20.2%	22.3%	22.1%	23.7%	23.4%
Stress	65.4%	72.3%	75.7%	66.5%	69.8%	57.2%
Other (please specify)	23.1%	26.0%	28.3%	24.7%	33.1%	26.2%




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## Caseworkers: What do you NOT like about your job that makes you want to leave?

### 258 “other” responses

< 1 yr. (n=33)	1-2 yrs. (n=42)	2-4 yrs. (n=53)	5-10 yrs. (n=66)	10-15 yrs. (n=34)	+ 15yrs. (n=30)
Overwhelming workload	Unrealistic expectations of caseworkers	Too much work, too little pay	Too much work (paperwork) too little pay	Paperwork required/deadlines	Agency/organization
<i>"There are not enough hours in the day to complete day to day tasks."</i>	<i>"The expectations of timelines for paperwork that needs to be done is nearly impossible due to the high caseloads that we are expected to carry at this time."</i>	<i>"Salary is so low given the amount of work that is required"</i>	<i>"We make minimal income and we spend more time completing paperwork than working with families."</i>	<i>"Not enough time to meet state requirements, paperwork, and demands take away from engaging clients/quality of home visits"</i>	<i>"The politics, work is not distributed equally and that lowers morale"</i>






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## Supervisors: What do you NOT like about your job that makes you want to leave?

	Percentage (%) (n = 73)
There is nothing at this time that would make me want to leave.	5.5%
Leadership/Management of the Agency	41.1%
My Supervisor	13.7%
My Colleagues	5.5%
Inability to make an impact on children and families	16.4%
Work Environment	30.1%
Salary/Benefits	32.9%
Work Hours	23.3%
On-Call	26.0%
Court	26.0%
Stress	72.6%
Other (please specify)	35.6%

*Highlights of "Other" Responses*

- Cumbersome processes
- Excessive amount of time spent on paperwork, rather than with families
- Colleagues resistant to change




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## Caseworkers: What specialized training would help you feel more comfortable in your job?

	< 1 Year (n = 182)	1 – 2 Years (n = 173)	2 – 4 Years (n = 251)	5 – 10 Years (n = 263)	10 – 15 Years (n = 169)	+ 15 Years (n = 145)
Drug and Alcohol	61.0%	49.1%	47.4%	39.9%	31.4%	30.3%
Mental Health	57.7%	44.5%	43.8%	35.0%	30.8%	30.3%
Sexual Abuse	60.4%	43.9%	33.5%	28.1%	20.7%	12.4%
Investigative Skills	55.5%	50.3%	43.4%	33.5%	23.7%	12.4%
Court Related Training (i.e. testimony, preparation for court, laws)	54.9%	44.5%	29.9%	23.6%	18.3%	11.7%
Working with Older Youth	24.7%	23.1%	25.5%	23.6%	20.7%	13.8%
Family Engagement Strategies	44.5%	32.4%	24.3%	22.8%	18.9%	10.3%
Trauma	50.5%	41.0%	47.0%	39.2%	40.8%	29.0%
Technology	12.1%	10.4%	13.5%	21.7%	17.8%	26.2%
Other (please specify)	10.4%	6.9%	9.6%	14.8%	7.7%	11.7%



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### Caseworkers: Specialized Training

#### 124 "other" responses

< 1 yr. (n=19)	1-2 yrs. (n=12)	2-4 yrs. (n=24)	5-10 yrs. (n=39)	10-15 yrs. (n=13)	+ 15yrs. (n=17)
County specific training	Training relative to job practices	Dealing with intense situations	Higher quality training	Personal safety training	Cross systems training
"County specific training on the forms used here, many counties in PA operate in different manners."	"Training that is relative to the job duties, do you realize how much could be fixed if the training was relative to the job?"	"Caseworkers need more intense training, such as, taking the children from the home, how to talk with the children, when the children are seeing their caregivers taken out of the home in handcuffs."	"The training that is available seems only to emphasize one aspect of what is required in this job. The ability to integrate skills and prioritize efforts is needed."	"Safety training for ourselves"	"Working as a team, cross systems training"

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### Supervisors: What specialized training would help you feel more comfortable in your job?

	Percentage (%) (n = 73)
Drug and Alcohol	34.2%
Mental Health	23.3%
Sexual Abuse	15.1%
Investigative Skills	23.3%
Court Related Training (i.e. testimony, preparation for court, laws)	12.3%
Working with Older Youth	9.6%
Family Engagement Strategies	16.4%
Trauma	47.9%
Technology	23.3%
Other (please specify)	9.6%

*Highlights of "Other" Responses*

- State regulations
- Stress management
- Empathetic administration





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## LRT: What specialized training would help you feel more comfortable in your job?

	LRT 1 (n = 263)	LRT 2 (n = 243)	LRT 3 (n = 213)	LRT 4 (n = 105)	LRT 5/6 (n = 224)	LRT 7 (n = 222)	LRT 8 (n = 89)
<b>Drug and Alcohol</b>	38.4%	41.2%	38.5%	45.7%	47.3%	41.4%	49.4%
<b>Mental Health</b>	39.5%	39.1%	31.9%	34.3%	43.3%	39.6%	44.9%
<b>Sexual Abuse</b>	27.0%	33.7%	30.0%	39.0%	27.7%	37.4%	32.6%
<b>Investigative Skills</b>	32.3%	33.3%	35.2%	37.1%	36.2%	40.5%	39.3%
<b>Court Related Training (i.e. testimony, preparation for court, laws)</b>	34.6%	31.3%	24.4%	22.9%	21.9%	34.2%	34.8%
<b>Working with Older Youth</b>	18.3%	20.6%	19.2%	19.0%	26.8%	22.1%	28.1%
<b>Family Engagement Strategies</b>	26.2%	26.3%	23.0%	17.1%	28.6%	25.7%	27.0%
<b>Trauma</b>	42.2%	44.4%	35.2%	40.0%	45.5%	41.9%	44.9%
<b>Technology</b>	17.9%	15.2%	19.7%	15.2%	21.4%	17.6%	12.4%
<b>Other (please specify)</b>	11.4%	11.1%	10.3%	7.6%	8.5%	12.2%	7.9%



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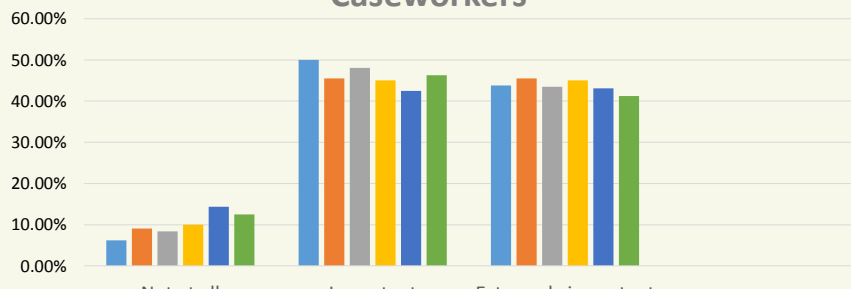
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## How important is your direct supervisor to whether or not you stay at this job?

### Caseworkers



Experience Level	Not at all	Important	Extremely important
< 1 yr. (n=178)	~7%	~50%	~43%
1-2 yrs. (n=165)	~10%	~45%	~45%
2-4 yrs. (n=239)	~9%	~48%	~43%
5-10 yrs. (n=249)	~10%	~44%	~46%
10-15 yrs. (n=160)	~14%	~42%	~44%
over 15 yrs (n=136)	~12%	~46%	~42%





**Caseworkers: In one word or sentence, what makes a really good supervisor?**  
*1,126 responses*

< 1 yr. (n=178)	1-2 yrs. (n=165)	2-4 yrs. (n=239)	5-10 yrs. (n=249)	10-15 yrs. (n=160)	+ 15yrs. (n=135)
Help (with the work)	Encouraging	Knowledgeable	Supportive	Supportive	Supports the worker
"One that will answer my questions, help me prioritize, help me understand the work"	"Compliments their workers on their strengths in written words and in spoken words"	"Experience and knowledge"	"Someone that listens to what you have to say, helps you to understand, and treats you with respect"	"Always has my back!"	"Trusts the worker to make decisions, provides structure, opportunity for growth"



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## Supervisors: In one word or sentence, what makes a really good supervisor?

*68 responses*

- Supportive
- Leads by example
- Encouraging



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## Caseworkers: In one word or sentence, what makes a really bad supervisor?

*1,075 responses*

< 1 yr. (n=163)	1-2 yrs. (n=158)	2-4 yrs. (n=229)	5-10 yrs. (n=242)	10-15 yrs. (n=153)	+ 15yrs. (n=130)
Unwilling to help	Overwhelms caseworker	Does not "pitch in" and help	No support, no direction	Lack of experience	Lack of support/leadership
"One that is unwilling to help out when a caseworker is struggling"	"Someone who doesn't bother to train you, then faults you for not knowing what to do"	"Someone who doesn't do anything to assist the caseworker"	"Someone that speaks over you, doesn't listen or provide direction, and treats you as though you are lower than them"	"One who does not know the job and is a 'boss' not a team player"	"Lack of control, lack of leadership, lack of structure"



## Supervisors: In one word or sentence, what makes a really bad supervisor? *65 responses*


- Lack of support
- Lack of direction
- Micromanages



## Caseworkers: If (court) is stressful, what causes the most stress?

	< 1 Year (n = 182)	1 – 2 Years (n = 173)	2 – 4 Years (n = 251)	5 – 10 Years (n = 263)	10 – 15 Years (n = 169)	+ 15 Years (n = 145)
Testifying in Court	52.2%	46.2%	38.2%	36.1%	30.2%	35.2%
Preparation for Court	50.0%	38.2%	34.3%	27.8%	33.7%	20.7%
Cross Examination	49.5%	44.5%	37.5%	37.6%	27.8%	33.1%
Interacting with the families after you have provided testimony	24.2%	24.3%	25.9%	25.1%	18.3%	14.5%
Amount of time spent at the courthouse	23.6%	32.4%	36.3%	43.7%	37.9%	44.8%
Other (please specify)	4.9%	13.9%	17.1%	20.2%	19.5%	21.4%






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### Caseworkers: If (court) is stressful, what causes the most stress? 192 “other” responses

< 1 yr. (n=9)	1-2 yrs. (n=24)	2-4 yrs. (n=42)	5-10 yrs. (n=53)	10-15 yrs. (n=33)	+ 15yrs. (n=31)
Judges' attitude toward caseworkers	Judges' unrealistic expectations of caseworkers	Judges demeaning caseworkers	Judges not listening to caseworkers	Attorneys not prepared, lack of knowledge	Lack of respect from judges
<i>"A Judge or Master intentionally expressing anger at the caseworker"</i>	<i>"Judges unrealistic expectations of CYF Caseworkers (time lines, transportation, placements for children on probation who are acting out, researching family who we already know is not an appropriate fit), especially when parents are not doing their part"</i>	<i>"Getting screamed at by the Judge"</i>	<i>"Having the Judge not listen to the CW, instead the Judge teams up with the Parent Advocate"</i>	<i>"Lack of preparation for court with solicitors, when they forget what your case is about or say things in court that are not true"</i>	<i>"The judge does not trust CYS and does not view us as professionals. Sometimes clients are able to perceive that the court feels CYS is wrong which makes for an even more difficult working relationship."</i>




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### Supervisors: If (court) is stressful, what causes the most stress?

	Percentage (%) (n = 73)
Testifying in Court	21.9%
Preparation for Court	19.2%
Cross Examination	24.7%
Interacting with the families after you have provided testimony	6.8%
Amount of time spent at the courthouse	45.2%
Other (please specify)	34.2%

Highlights of “Other” Responses

- The judge
- Not being heard



## Caseworkers: In one word or sentence, what makes a really good day at your job?

*1,114 responses*

< 1 yr. (n=177)	1-2 yrs. (n=164)	2-4 yrs. (n=237)	5-10 yrs. (n=246)	10-15 yrs. (n=156)	+ 15yrs. (n=134)
Able to get required work done	Helping families	Helping families	Helping families	Accomplishing goals	Accomplishing goals
"Accomplishing all I need to do in order of priority"	"Making progress with families"	"A day where you were able to help a family"	"Helping a family through a hard time"	Goal completion"	"Accomplishing the goals I set for myself"



## Supervisors: In one word or sentence, what makes a really good day at your job?

*66 responses*

- Making an impact
- Being productive
- Good social work



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**Caseworkers: In one word or sentence,  
what makes a really bad day at your job?**

*1,033 responses*

< 1 yr. (n=99)	1-2 yrs. (n=164)	2-4 yrs. (n=237)	5-10 yrs. (n=246)	10-15 yrs. (n=155)	+ 15yrs. (n=132)
Too many cases	Getting assigned more cases	Too much work, not enough time	Too much work, not enough time	Not enough time to get the work done	Too much responsibility- "carrying other caseworkers' caseloads"
"When you get referral after referral and no time to work on stuff that you already had planned"	"When I get 5 cases on top of my 25 cases, and I don't get home until 11pm"	"Emergencies, inability to be effective, too much work and not enough time"	"Emergency that bleeds into after-hours"	"When I don't get a thing accomplished on my 'to do' list"	"Taking on other workers' work because they are incompetent and coddled"

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**Supervisors: In one word or sentence,  
what makes a really bad day at your job?**

*66 responses*

- Feeling overwhelmed
- Lack of support
- Not enough time