



**2008 CALIFORNIA PUBLIC CHILD WELFARE WORKFORCE STUDY REPORT  
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# Overview

This survey, conducted since 1992 a statewide study of the child welfare workforce otherwise known as “The Workforce Study”. Done in collaboration with CWDA and CDSS, the California Social Work Education Center surveys the 58 counties and their child welfare staff. The data gathered from these surveys helps to ensure that we have the best information possible upon which to guide resources for meeting the short and long term educational needs for all child welfare workers in California.

Every 3 – 5 years CalSWEC surveys the public child welfare workforce to determine the extent to which the state meets its requirements for master’s level social workers among the child welfare social work staff. The completed study describes the child welfare workforce and agency level arrangements for child welfare service delivery in California. An initial baseline study was conducted in 1992, repeated in 1995, 1998 and 2004.

The study has 2 surveys designed to capture workforce data from 2 sources. One is from county administrative data and the other is data from individual workers.

*The Agency Characteristics Survey (ACS)* is a compilation of administrative data from the 58 counties and asks county administrators to answer questions centered on:

- The number and type of child welfare positions
- Current Vacancies, expected vacancies
- Turnover rate
- Need for bilingual workers
- Need for MSWs
- Structure of worker caseload
- Contracted services
- after-hours and weekend coverage
- Compensatory time and overtime
- Caseload size
- Caseload composition

*The Individual Worker Survey (IWS)* is intended to survey all individual county child welfare workers and CDSS adoptions workers and asks individual workers to answer questions centered on:

- Educational level attained
- Length of service in current position, in child welfare, in county
- Program assignment
- Licensure
- Age, race, ethnicity
- Second language
- Participation in Title IV-E Stipend Program
- Interest in further education

## Study Population and Response Rates

The study population for the *Agency Characteristics Survey* consists of the 58 county child welfare agencies in California. The study population for the *Individual Worker Survey* consists of all public child welfare social work assistants, non case-carrying social workers, case-carrying social workers, supervisors, managers/program managers and administrators who work for county public child welfare agencies in the state of California.

Both surveys were conducted between June and December 2008. CalSWEC staff and graduate student researchers worked with designated contact persons in each of the 58 counties to collect the county and individual level data by using the two instruments.

Administrative data from the *Agency Characteristics Survey* from all 58 counties was received, although not all were able to answer all the questions.

All county public child welfare social work assistants, social workers, supervisors, managers/program managers, and administrators were given the opportunity to respond to the *Individual Worker Survey*. From the entire population of the workforce 4207 usable individual responses from workers (social work assistants, child welfare social workers, supervisors, staff analysts and managers) from 56 counties were received (see table below). Two hundred twenty-two responses were not included in the analysis because there was no county indicated.

**TABLE 1 RESPONSE RATES TO THE *INDIVIDUAL WORKER SURVEY* BY POSITION**

	Social work assistants	NON case-carrying social workers	Case-carrying social workers	Supervisors	Managers/ Program managers	Administrators	No position cited	Total
Total Population of workers	1283	1027	8289	1761	410	113		11794
Responses	180	527	2027	564	144	84	681*	4207
Response Rate	14%	51.3%	24.5%	32%	35.1%	74.3%		35.7%

\*Calculation of the overall response rate included 681 respondents that did not cite their positions for a total number of valid individual worker responses of 4207.

## Population VS Sample

As indicated above, The *Individual Worker Survey* was sent to individual child welfare staff by the county welfare directors to social work assistants, non case-carrying social workers, case-carrying social workers, supervisors, managers, administrators. It was open from June to December 31, 2008. We received 4207 valid responses to the Web-based survey, which used the CDSS survey application in order to make it equally available to all county and state social workers.

It was found that not every respondent answered all the questions. Consequently sample sizes differ from question to question and where appropriate missing numbers are reported. We were unable to determine the county location of 221 responses regarding educational level.

Additionally, the response rate varied by position and by county. In order for the sample to truly represent the population, each individual worker response is weighted by the proportion of each county's workers as reported in the *Agency Characteristics Survey*. The weight is the proportion of the workers in a given county in the state population.

For example, using information from the Agency Characteristics Survey, the number of child welfare staff from Los Angeles County represents approximately 30% of all child welfare staff in the state but only 20% of the Individual Worker Survey responses. We have to multiply each response from LA County by 1.5 to accurately represent that county.

It is important to note that weighting does not capture any patterns in non-response. In other words, even though this is a representative sample of the child welfare workforce by numbers and region, it remains unclear if this sample accurately reflects other demographics such as ethnicity, education level,

age, etc. Given the sample size, it is possible that the findings from the *Individual Worker Survey* can be generalized to the rest of the child welfare workforce population. However, given that this sample may be subject to bias, at this time it is only possible to report the results as representative of the sample and not the entire population. A methodological review of this portion of the study is currently underway.

## Agency Staffing

Key results: The number of case carrying social workers from 1998 to 2008 has not significantly grown if Los Angeles is counted separately. If Los Angeles is included, from 2004 to 2008 the number of case carrying social workers has increased by approximately 13%.

There has been a noticeable increase in the number of social work assistants: their numbers grew nearly 65%; the number of supervisors grew 24% from 2004 to 2008.

From the Agency Characteristics Survey data were collected on full time, part time, and extra/temporary help. Additionally, data were collected in the job categories of Social work assistants, Case carrying social workers non case carrying social workers, supervisors, managers, and administrators (See Glossary for the definitions).

Since some counties report that each case-carrying social worker has intake and ongoing duties, these categories were collapsed into one for purposes of comparing the data regionally and from the 1998 and 2004 Workforce Studies. This survey was almost identical to the one distributed in 2004. The study we did in 1998 did not obtain population figures for Los Angeles County.

The table below represents the population of child welfare staff in California as reported by the CDSS and the 58 counties.

**TABLE 2 2008 Population of Child Welfare *Workforce*, BY POSITION**

Position	Social work assistants	NON case-carrying social workers	Case-carrying social workers*	Supervisors	Managers/ Program managers	Administrators	Total
Full time	1256	987	8289	1733	407	108	12780
Part time	27	40	194	28	3	5	297
Extra hire/ temporary	88	20	61	4	4	0	177
CDSS adoptions	N/A	N/A	86	15	7	N/A	108
Total	1371	1047	8630	1780	421	113	13362

\* Includes all intake and ongoing case-carrying social workers and 4 MSWs not yet assigned to a unit because they are still in core training.

Professional Staff: The data in the next table is used to represent the population for most of the analyses in the *Individual Worker Survey*. Specifically, Extra-hire staff were excluded because there was the possibility of double-counting if they were included. Social work assistants are also not included because they are not primary case managers and generally have fewer years of education than do child welfare social workers. However, these data are important because they are one factor used to determine interest in education, specifically Title IV-E.

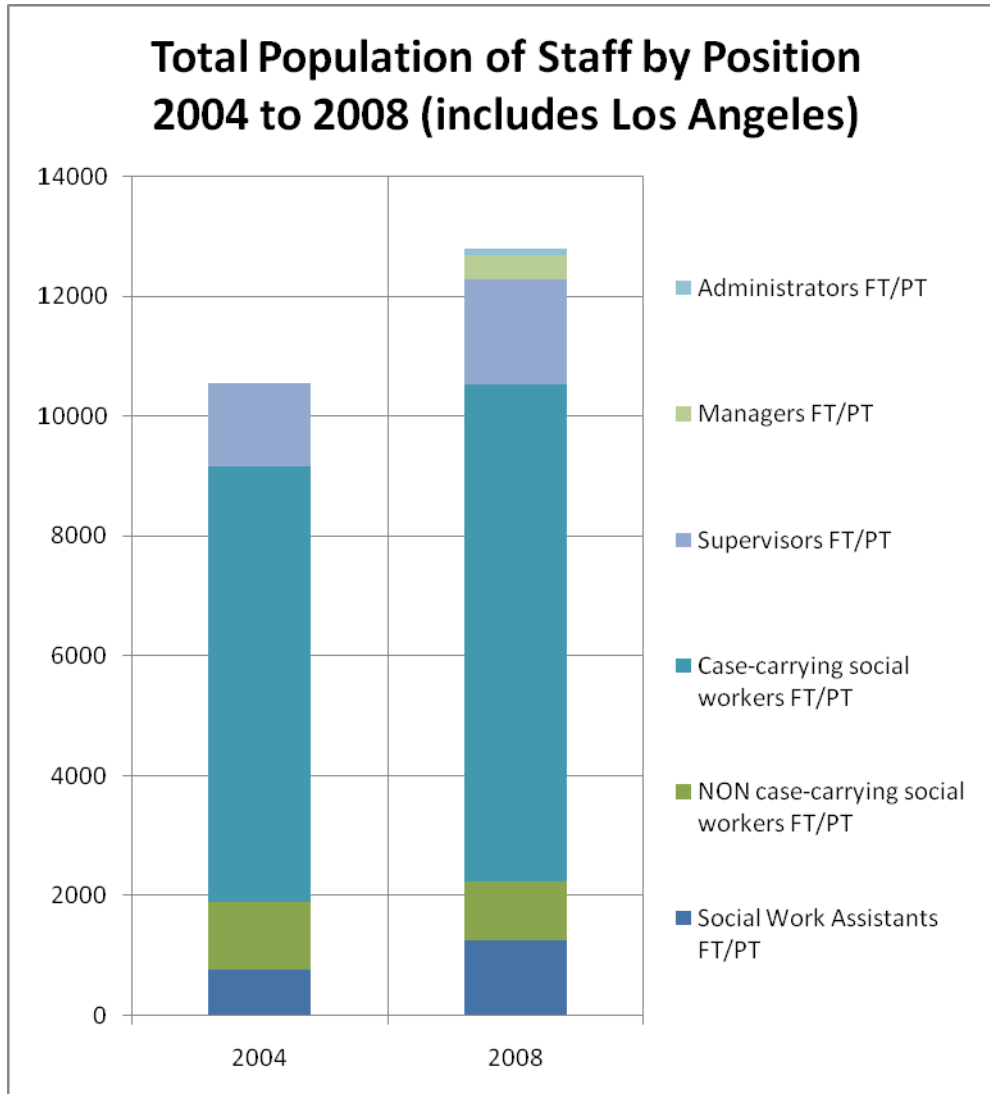
Thirty-four counties obtained these workforce numbers from March 1, 2008 (point in time data). Twenty-two others picked points in time between June 1, 2008 and September 1, 2008. One county drew the numbers from 9-01-2007. One county did not report the date.

**TABLE 3 2008 Population of Child Welfare Professional staff, BY POSITION**

Position	Non case-carrying social workers	Intake case-carrying social workers	Ongoing case-carrying social workers	Supervisors	Managers	Administrators	Total
Full time	987	5096	3193	1733	407	108	11524
Part time	40	141	53	28	3	5	270
Total	1027	5237*	3246	1761	410	113	11794

\*Los Angeles and Fresno Counties combined their intake and ongoing social workers; these are reported in the Intake columns in Table above.

**Figure 1 Comparison of Child Welfare Workforce Professional Staff—2004 & 2008**



*Limitations:* There are several limitations to this data. First, there are no common definitions across counties for the child welfare staff positions. To facilitate common ground, we included definitions for the *Agency Characteristics Survey* respondents (See Glossary in the back of this document); however, we may not have captured all the variations. Secondly, clerical staff were not included in this year's study. However, some clerical staff may be considered by their agencies to be social work assistants. So this number may represent an undercounting of responses for social work assistants.

Counts from year to year may not be comparable because of varied definitions of child welfare worker in different versions of the *Individual Worker Survey*. In 1998 we called them "direct services practitioners"; in 2004 we counted child welfare social workers; in 2008 we labeled them case-carrying. Some workers in intake do not identify themselves as "case-carrying" which may explain an apparent decrease from 2004 to 2008.

In 2004 Los Angeles County had recently reassigned many supervisors and others (shelter care workers, for example) to direct services positions. While the 2004 survey was in process, many of those were in training and not yet assigned cases. This may account for the increase in the number of supervisors, as those LA County positions were vacant at the time.

# Demographics

Key results: As the 2004 survey discovered, more Spanish-speakers are needed in nearly all counties. However in 2004 the highest percentage of workers who spoke Spanish reached only 39.4%.

35 counties need more bilingual workers; in particular more Spanish speakers are needed. One county needs more Punjabi speakers; one mentioned Russian; one mentioned Mixteco (one respondent from the individual worker survey reported speaking this Indian dialect). American Sign Language is also an expressed need in some counties. Several want workers with Southeast Asian language skills: Hmong, Vietnamese, Mien, and Laotian.

Of the survey respondents, more than one in four of these child welfare staff speak a language other than English., primarily Spanish. Los Angeles County has the highest proportion of Spanish-speaking staff. By comparison of the 510 Title IV-E participants, 68.4% (349) state they speak another language besides English on the job.

The following is demographic information was taken from the *Individual Worker Survey* and captures a representative geographical sample of the child welfare workforce but does take into account other demographics and for the portion of the workforce that did not respond.

## Age

The following table delineates the overall age of the workforce, showing that supervisors are significantly older than social workers (non case carrying, intake and ongoing case carrying) and that there are two modes for supervisors indicate that some are very new and some are nearing retirement.

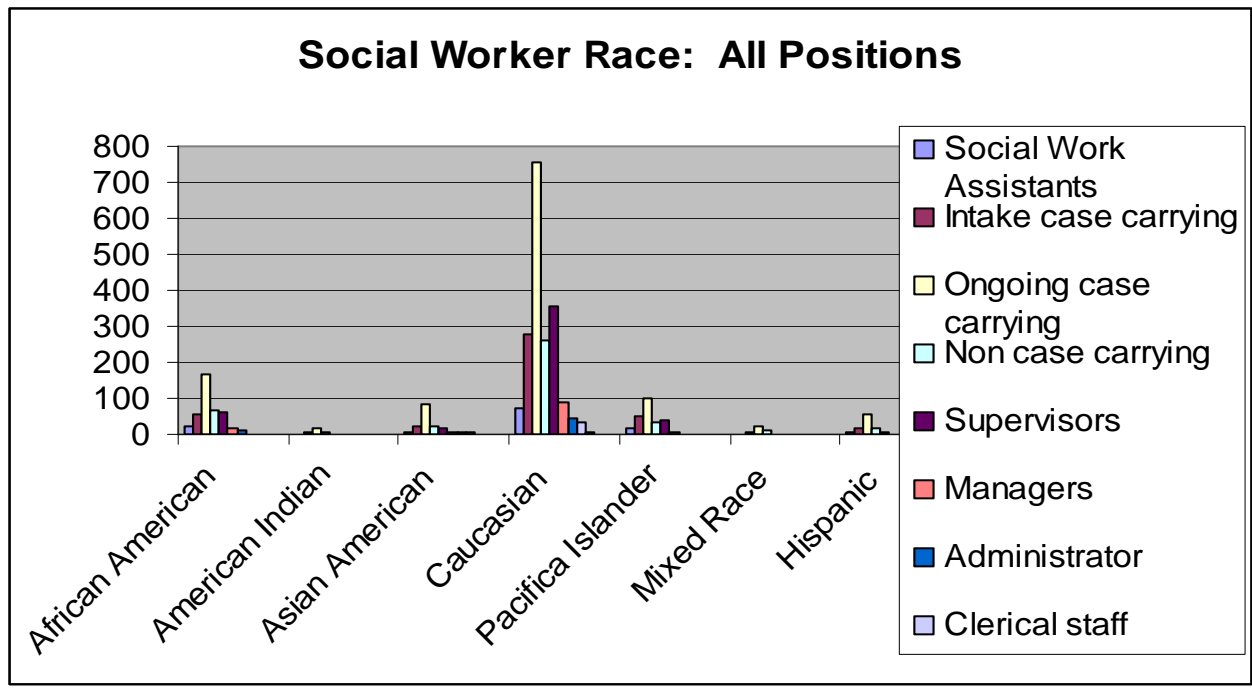
**TABLE 4 AGE by Social Worker/Supervisor**

	<b>Social Workers</b>	<b>Supervisors</b>
Mean	40.59	46.87
Median	38	47
Mode	33	37 & 56
Std Dev.	11.71	9.313

## Race and Ethnicity

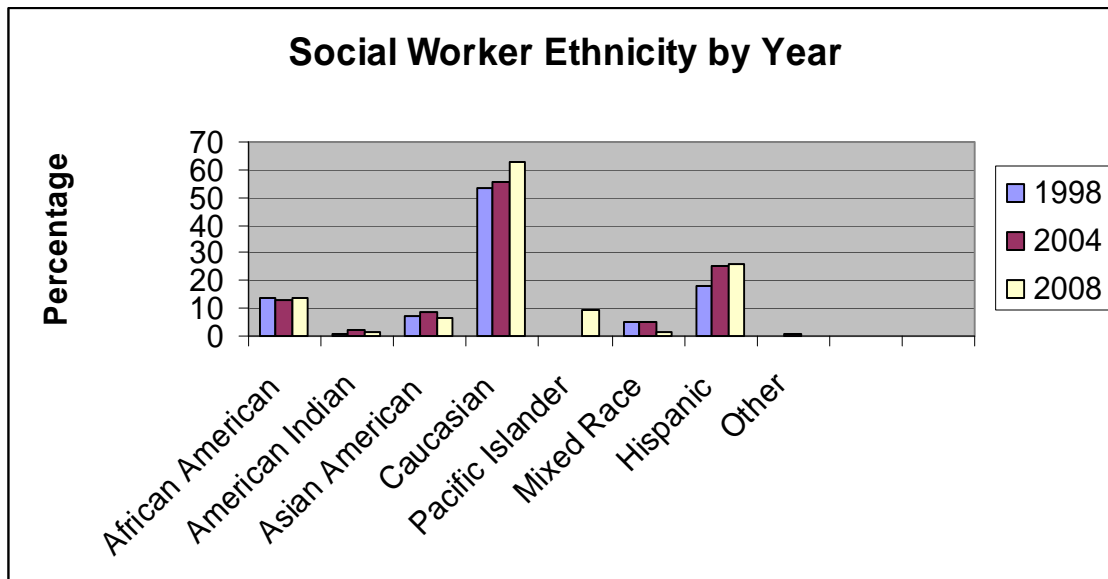
Race and ethnicity were handled separately on the survey. On the chart below, Hispanic is noted as a category because it was written in by those respondents who consider it race. The next more accurately captures the number of Hispanic people in the workforce as it is more typically referred to as Ethnicity. Races distribute among positions as follows and with Caucasian being the most prevalent in most positions with African Americans being the second highest in the On Going Case Carrying category.

**Figure 2 RACE BY ALL POSITIONS**



The following chart is representative of the breakdown of ethnicity of the respondents. Again Caucasian is most prevalent with Hispanic the second most prevalent.

**Figure 3 PERCENTAGE OF CASE-CARRYING SOCIAL WORKER RESPONDENTS BY ETHNICITY**



## Needs for bilingual workers

Among the number of bilingual workers reported, the most commonly spoken language, in addition to English, is Spanish. Eleven counties report no bilingual speakers among child welfare staff. Data is unavailable or missing for four counties.

Due to difficulties recruiting bilingual speakers and qualified child welfare workers in general, if the choice is between hiring a qualified worker without bilingual skills and no worker, clearly the counties go with the English speaker.

**TABLE 5 PERCENTAGES OF BILINGUAL WORKERS IN THE COUNTIES 2008**

Language	Number of counties	Percentage of workers who speak this language
Spanish	44	61% - 0 (range)
Vietnamese	8	< 3%
Hmong	10	<3%
Filipino	10	<2%
Cantonese	6	<2%
Mandarin	5	<1%
Russian	3	<1.3%
American sign language (ASL)	9	<2.3%

## Languages

Based on the fact that there is a need for bilingual workers, the Individual Worker Survey gathered more information on languages spoken by the survey respondents.

Overall, From the *Individual Worker Survey*. 26.1% of all responding staff (n = 1098) speak languages other than English. Twenty-two percent of all respondents speak Spanish. Of the 510 Title IV-E participants, 68.4% (349) state they speak another language besides English on the job.

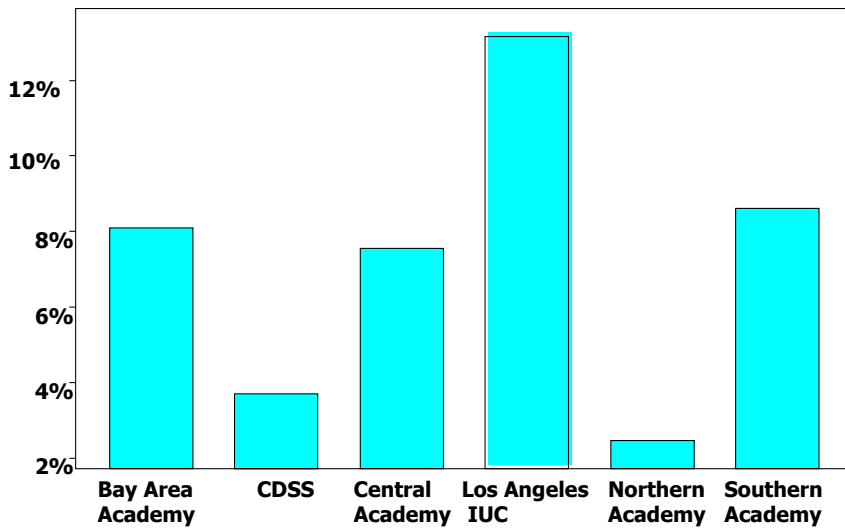
**TABLE 6 LANGUAGES SPOKEN BESIDES ENGLISH—ALL STAFF**

LANGUAGE SPOKEN BESIDES ENGLISH--ALL STAFF	Frequency	Percent within the entire sample	Percent within those who are bilingual
Spanish	956	22.7	87.1
Vietnamese, Hmong, or Lao	29	.7	2.6
Russian	24	.6	2.2
Chinese	12	.3	1.1
Other	77	1.8	7.0
Total other languages	1098	26.1	100.0
English only	3109	73.9	
Total	4207	100.0	

**TABLE 7 LANGUAGES SPOKEN BESIDES ENGLISH—SOCIAL WORKERS AND SUPERVISORS ONLY**

	Frequency	Percent within the entire sample	Percent within those who are bilingual
Spanish	741	23.3	87.3
Vietnamese, Hmong, or Lao	22	.7	2.6
Russian	19	.6	2.2
Chinese	10	.3	1.2
Other	57	1.8	6.7
Total	849	26.7	100.0
English only	2330	73.2	
Total	3184	100.0	

**FIGURE 4 PERCENTAGE OF PROFESSIONAL BILINGUAL CHILD WELFARE STAFF RESPONDENTS BY RTA REGION**



## Education level of workforce

Key results: Of the respondents, 34.3% intake and ongoing case-carrying social workers have MSWs. The proportions for supervisors, managers and administrators are higher: 44.16%, 45.58%, and 37.08% respectively.

Those with a baccalaureate are likely to be placed in Intake/ER/Dependency Court or are non case-carrying social workers. While the MSW is the preferred degree in child welfare, the second most frequent degree is a general baccalaureate degree.

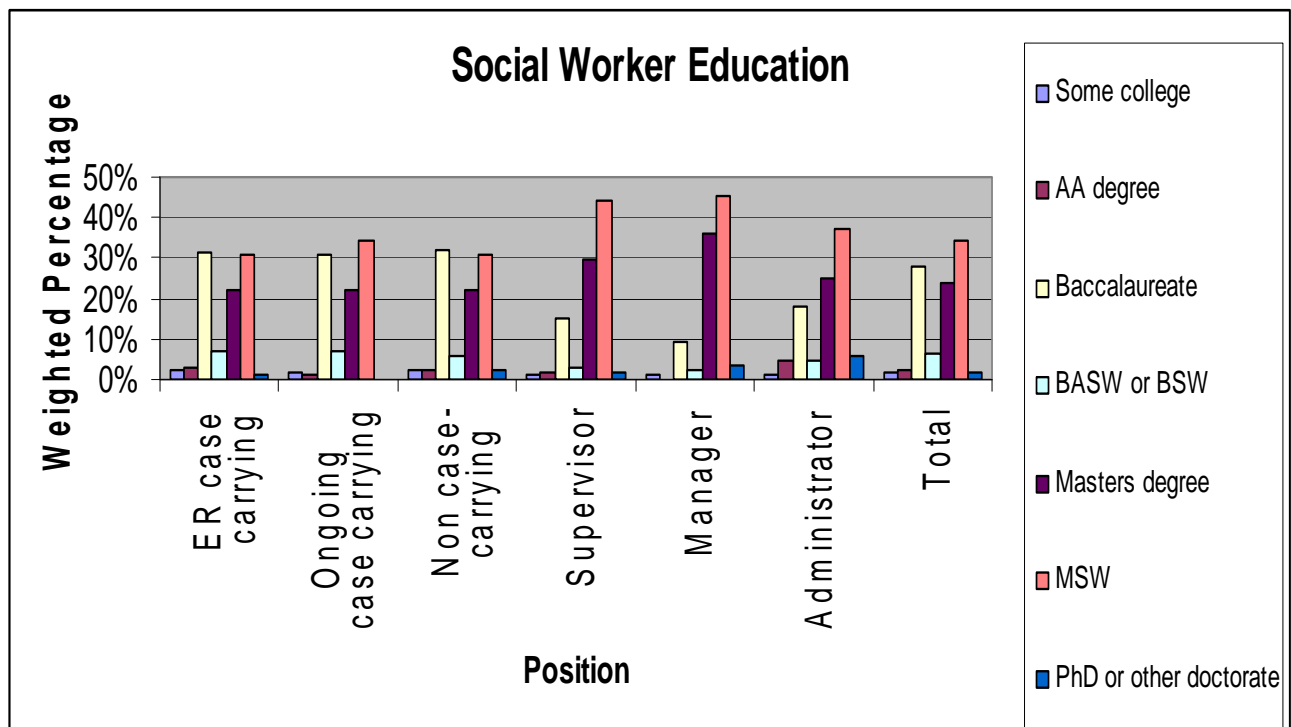
The proportion of MSW workers differ by region. For example, in the Central region, the baccalaureate is the preferred degree. The Bay Area leads the state with the highest proportion MSWs, while Los Angeles has the highest proportion of BASWs and those with doctoral degrees.

In 2008 there are more MSWs (and more masters' degrees total) in the services that require MSWs or the equivalent in education/experience than there were in 2004.

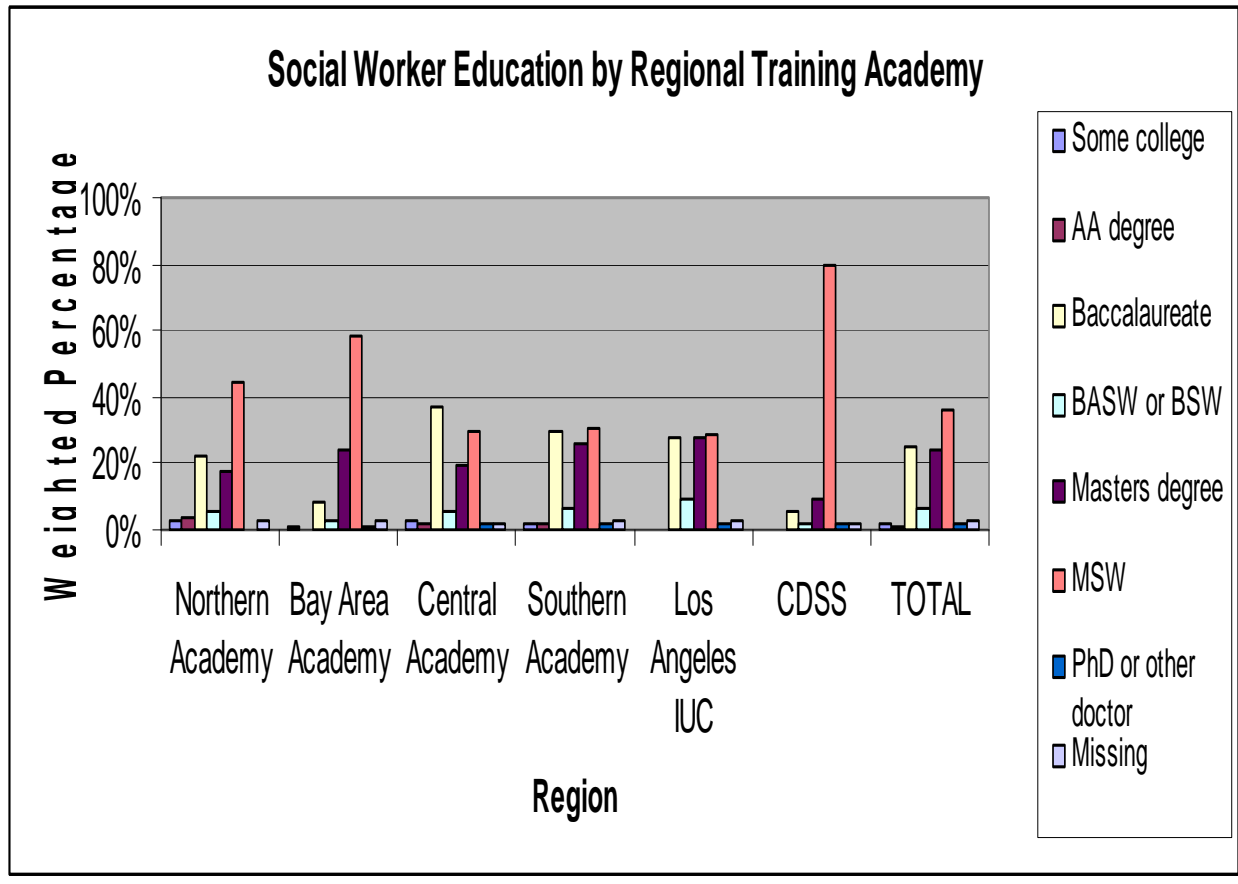
### Educational Attainment

The following charts represent educational attainment levels for case-carrying and non-case-carrying social workers, supervisors, managers and administrators. Social work assistants and clerical staff are not included. The first chart shows the proportionate distribution of educational attainment levels by positions, weighted by the population from the Agency Characteristics Survey. The second chart shows the respondents' educational levels attained by region.

**Figure 5 Respondents Educational Level by Position**



**Figure 6 RESPONDENTS' EDUCATIONAL LEVELS BY REGIONAL TRAINING ACADEMY**



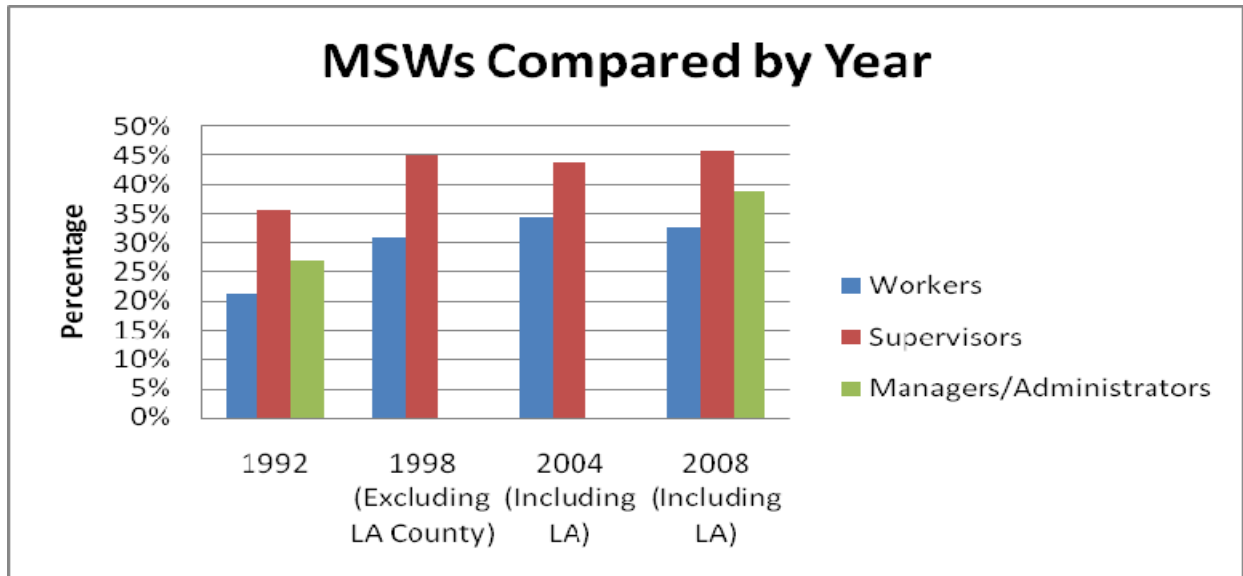
**Comparison of MSW Responders: 1992-1998-2004-2008**

When comparing the workforce studies with regard to educational attainment we are able to better understand how the state is progressing in raising the educational level of the child welfare workforce. The 1992, 1995, 1998 surveys estimated the percentage of MSWs using administrative data. The 1998, 2004, and 2008 surveys used the *Individual Worker Surveys* to estimate the percentage of MSWs.

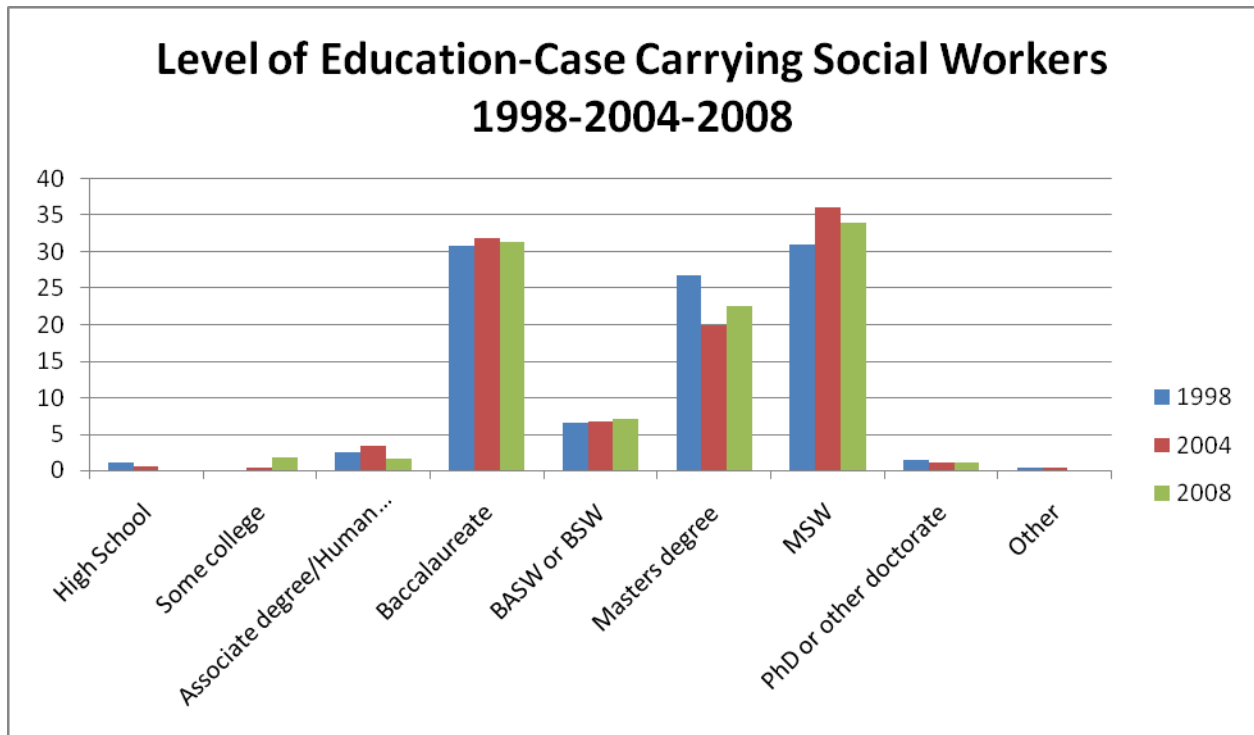
Since different methods (different definitions of workers, different number of counties responding, and different categories combined) were used, the comparisons between years may not be reliable. However, The percentage of MSWs in the case-carrying social worker population appears to have grown from 1998 to 2008.

**Figure 7 PERCENTAGES OF CHILD WELFARE SOCIAL WORKERS AND SUPERVISORS COMPARISON BETWEEN 1992-1998-2004-2008**

\*2004 includes supervisors and manager



**Figure 8 LEVEL OF EDUCATION FOR CASE-CARRYING SOCIAL WORKER RESPONDENTS COMPARISON BETWEEN 1998-2004-2008, PROPORTIONATE DISTRIBUTION**

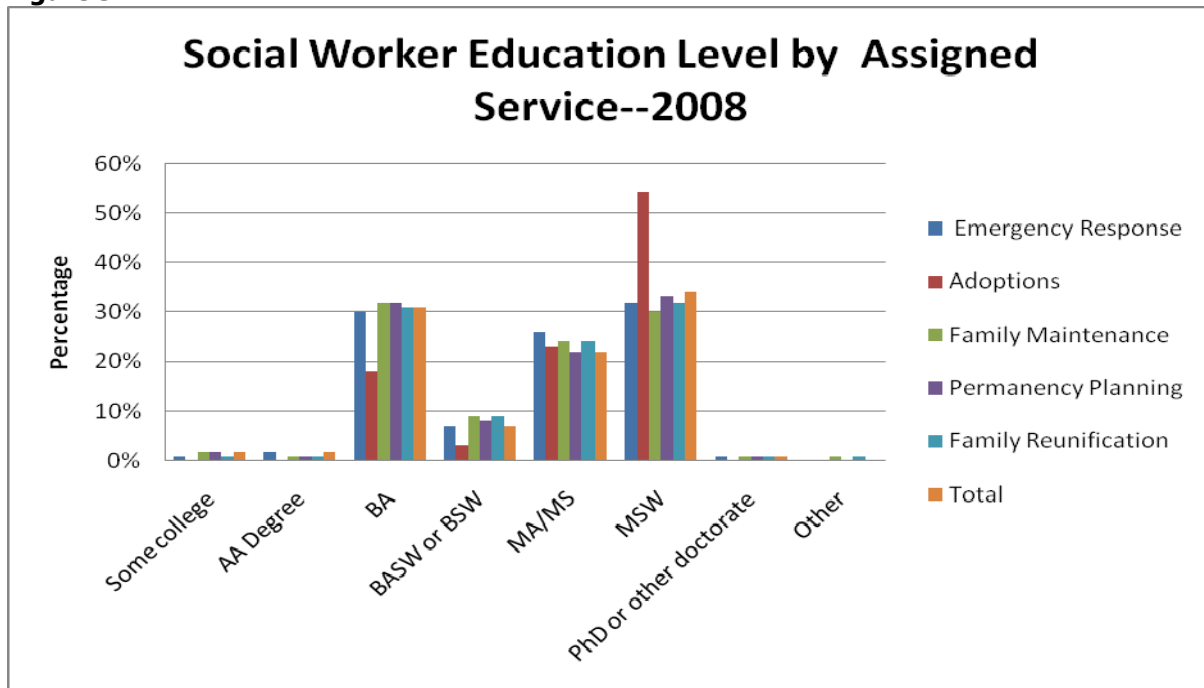


## Education by Case Assignments

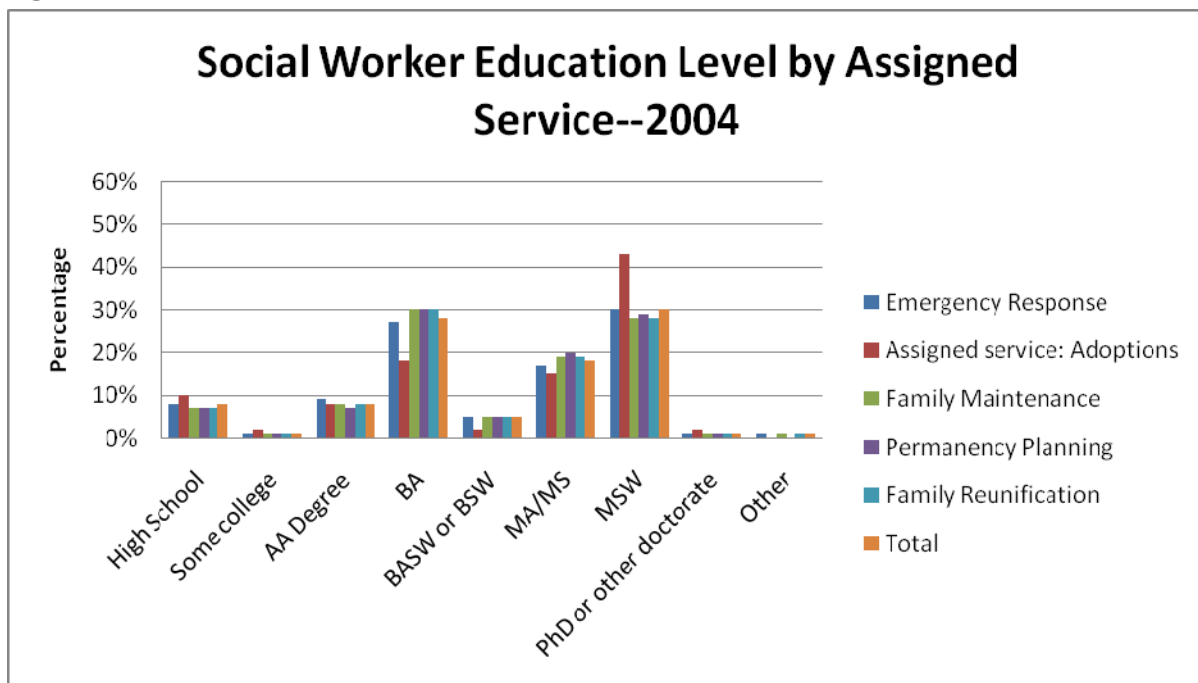
From the Individual Worker Surveys 2008, there is a majority of masters' degreed workers in the mandated services:

**(1)** 54.4% of those respondents assigned to family maintenance have master's degrees or MSWs; **(2)** 55.5% of those respondents in family reunification have master's degrees or MSWs; **(3)** 54.9% of those respondents in permanency planning have master's degrees or MSWs.; **(4)** 76.1% of all respondent supervisors have a masters' degree *or* an MSW. This is up from 72.7% in 2004.

**Figure 9**



**Figure 10**



## Caseload

Key Result: In 2004, 35 out of 58 (58.6%) counties reported having some form of combined caseload structure.

In 2008, 40 out of 56 (71.4%) reporting counties have some combination of service components.

Smaller counties tended to combine core ongoing service components more frequently than did larger counties. In general large counties reported more complicated arrangements.

Los Angeles had both separate special units and combined caseloads.

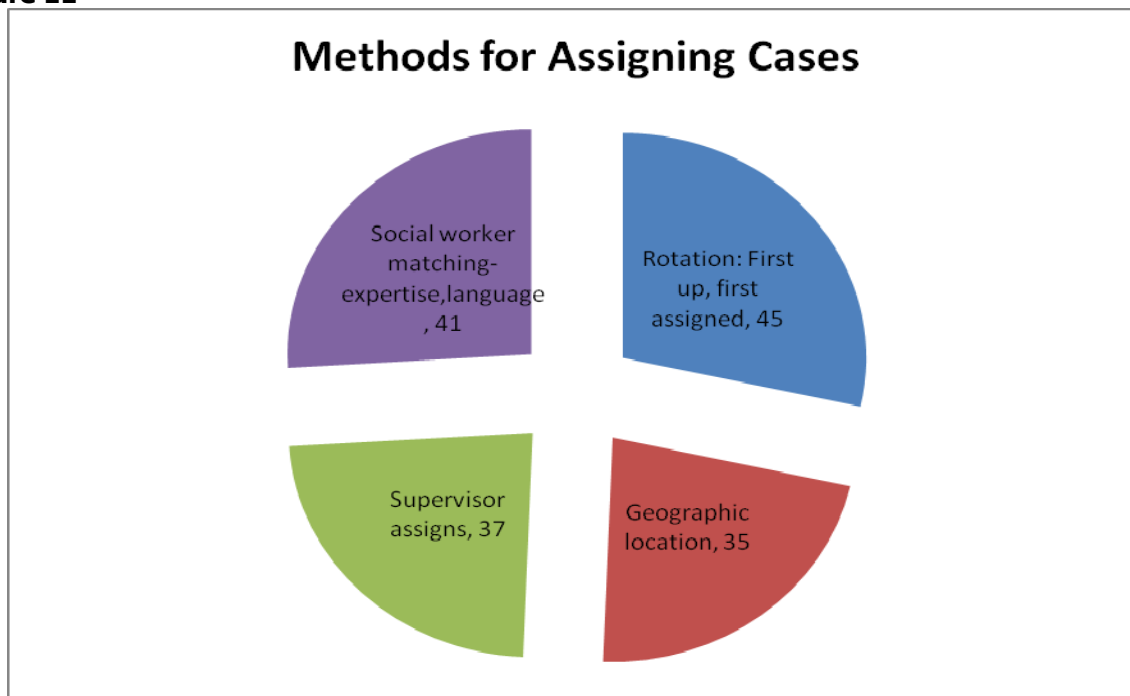
### Case Assignments <sup>1</sup>

#### Discussion

All 58 counties replied to this question and were asked how they assign cases and were able to respond to all that apply. As a result, the data show that most counties assign cases in a variety of ways. Counties having special units such as ethnic family units assign cases vertically. Counties with geographic challenges and out stationed social workers also may assign cases vertically. Eight counties, including Los Angeles County, use all four ways to assign cases, depending on the circumstances such as client characteristics.

No counties report they have a policy to change workers' assignments on a regular basis. However, 76% of the 58 counties responding to this question stated that workers' assignments are changed based on needs due to caseload size fluctuation, because of more referrals, or because of staff vacancies and caseloads that need to be covered.

Figure 11



<sup>1</sup>This information was obtained from the *Agency Characteristics Surveys* which were completed by administrators or their representatives. How individual workers see their service component case assignments is described below in the *Individual Worker Survey* section. It should be noted that adoptions services are not included because counties usually contract with the State or another county.

## Organization of Service Components

The Organization of the county child welfare service components within the agency can be viewed from three stakeholders' standpoints: the State/federal perspective, the children and families who use the service, and from the training and education stakeholders. In the actual process of delivering child welfare services, these service components overlap. Given the three varying perspectives counties reported the organization of their services components in a variety of ways

- a. **Intake and Ongoing:** The most common division (22 counties report this type of organization) is to have intake units and ongoing units which parallels Title IVB and Title IVE funding.
- b. **Core Case Components:** Sixteen divide caseloads even further into a separate unit for each core case component (ER, FM, FR, and PP). FM and FR are usually combined, however.
- c. **Vertical Caseloads:** Only seven counties report that the workers carry vertical caseloads. These are all small counties in the northern region.
- d. **Combination:** The remaining 10 counties report more complicated organizations based on family characteristics or needs.

Note:

- e. Two counties did not report their caseload organization. One of these reports four social workers in its child welfare department and one reports having 16.
- f. This year several counties are disbanding their court units and combining them with intake/emergency response/dependency investigation.

**TABLE 8 Organization of Worker Caseloads-2008**

Ways services are organized	Number of Counties by Training Academy Region					
	Northern Academy	Bay Area Academy	Central Academy	Southern Academy	Los Angeles IUC	Total
Core Case Components	3	7	5	1	0	16
Vertical caseloads	7	0	0	0	0	7
Intake and ongoing units	11	4	5	2	0	22
Combination: core case component units and some intake and ongoing—different offices	6	0	0	2	0	8
Combination: of core case component, vertical and intake/ongoing	0	1	0	0	1	1
Combination: System of care	1	0	0	0	0	1
Total Number of counties responding in each region	28*	12	10*	5	1	56

\*1 missing

**TABLE 9 Organization of Worker Caseload-2004**

Ways services are organized	Number of Counties by Training Academy Region					
	Northern Academy	Bay Area Academy	Central Academy	Southern Academy	Los Angeles IUC	Total
Core service Programs (ER/FM/FR/PP/Adoptions) are SEPARATE UNITS	6	11	5	1	1	24
Core service programs are COMBINED UNITS	23	1	6	4	1	35
Total number of counties responding in each region	29	12	11	5	1	58

### Discussion

There are no comparable data from the 1998 Administrative Survey on service component responsibilities. However, individual respondents were asked to check the service areas/departments to which they were assigned.

### Caseloads for Case-Carrying Social Workers

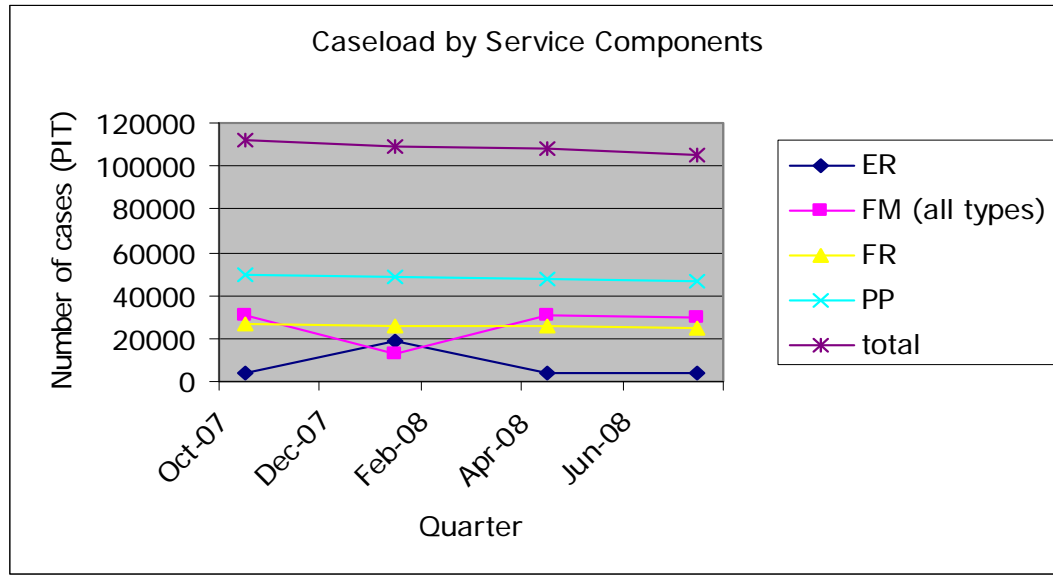
In determining caseloads carried by social workers in each service component category it was found that there were several data and methodology issues that affected our ability to do a straightforward analysis of caseloads. They were:

1. Different Reporting periods were used: Counties reported the number of case-carrying social workers by service components for different periods of time.
2. Los Angeles County's caseload data are computed separately from others. Many counties combine intake and ongoing case-carrying social worker job functions. For example, Los Angeles County, which provides 27 percent of all case-carrying social workers in the state, does this. To include Los Angeles would bias a state or regional estimate data towards the proportions found in Los Angeles.
3. Counties submitted the number of case-carrying social workers in each service component defined by CWS/CMS: Due to the reasons mentioned above, it was not possible to come up with a clear division of labor for caseworkers by service component. Since counties also combine the intake and ongoing functions, it was also not possible to determine how many cases emergency response social workers carry.

Given these limitations, the method used to estimate the caseload per worker involved reviewing number of children in CWS/CMS at the Center for Social Services Research (CSSR) from October 2007 to July 2008 (the latest summary report<sup>2</sup>). This review indicated that the proportion of ER, FM, FR AND PP cases have remained flat during survey period, although the total number of child welfare cases in all service components has decreased by 6.8 percent overall. The overall number of children in the system dropped from 111,000 to 104,000, but the proportion in each service component remained the same (See graph below). The proportion of cases from Los Angeles County as compared to the rest of the state has also remained flat.

<sup>2</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved April 4, 2009 from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

**Figure 12**



**Calculation of Caseload**

Using the total number of case-carrying social workers reported by the counties (8,484) and dividing that into the total number of cases in the CWS/CMS report, an approximate number of cases per worker per service component can be estimated.

Due to the influence of Los Angeles, the 3,270 reported case carrying social workers and the corresponding cases (37,109) in CWS/CMS were removed from the equation.

The remaining number of cases in CWS/CMS (71,335) was divided by the remaining number of reported case carrying social workers (5,214). This gave an average caseload of 13.68 statewide (minus Los Angeles).

For Los Angeles, 3166 case carrying social workers carry an average of 11.35 cases (37,109).

**Note: This methodology for determining caseload requires further study. Due to the fact that many counties report higher social worker caseloads it is conceivable that our methods for collecting caseload data needs development. As a result, further review of existing data and methodology is required to develop an improved methodology for determining caseloads.**

**TABLE 10 NUMBERS OF CASE-CARRYING SOCIAL WORKERS REPORTED BY 58 COUNTIES, 2008**

Case-Carrying Social Workers	Total
Statewide (minus Los Angeles)	5214
Los Angeles	3166
Total	8484

**TABLE 11 NUMBER OF CHILDREN/CASES OCT 1, 2007 –JULY 1, 2008**

	1-Oct-07	1-Jan-08	1-Apr-08	1-Jul-08	Average number
Total number of children/cases statewide (minus Los Angeles)	111,815	109,406	107,855	104,698	108,444
# of children/cases Los Angeles	38,367	37,372	36,734	35,961	37,109

## Vacancy Rates

Key results: Counties are anticipating a greater number of position losses in 2008-2009, than in the previous fiscal year. However as compared to 2003-2004, they anticipate fewer vacancies due to budget cuts and hiring freezes.

Consequences of vacancies noted by agency administrators include: lower levels of client services, less travel and training for staff, elimination of extra hire staff, reduction or inability to staff new programs such as differential response.

There is the perception that training newly hired workers increases the length of time vacancies remain open, or at least until the workers can carry cases.

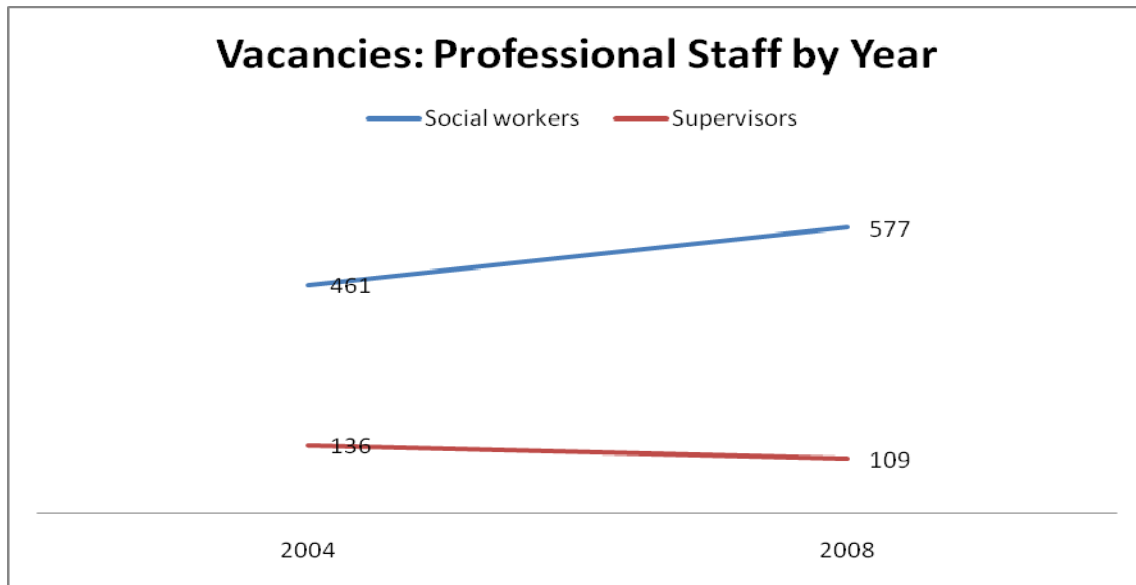
The total number of vacancies reported statewide by 58 counties for 2008 was 920 (not including CDSS and clerical). This is up from the both the 1998 study and the 2004 study. Of the 920 vacancies noted for the 2008 study 225 are MSW or equivalent positions. When MSWs or the equivalent degree cannot be recruited, waivers may be sought by the counties.

**TABLE 12 VACANCIES STATEWIDE COMPARISON BY YEAR—1998, 2004, 2008**

YEAR OF SURVEY	1995	1998	2004	2008
Total number of vacancies	345*	463*	806*	920*
Number requiring an MSW	88	185	n/a	225
Number Bilingual	n/a	n/a	n/a	44

With regard to the vacancies for professional staff, there has been an increase in vacancies for these positions since 2004. For supervisors we see a decrease in the number of vacancies since 2004.

**Figure 13 VACANCIES FOR PROFESSIONAL STAFF: COMPARISON 1998, 2004 & 2008**



To better understand why vacancies are occurring, agencies were asked a series of open ended questions. In response to open-ended questions, counties gave reasons for why these positions remain unfilled:

**Uncertain Funding:** The majority noted that uncertain funding hiring slowdowns or freezes or intentionally not filling vacant positions, anticipating the 2008 - 2009 State budget will be unfavorable to child welfare/counties. Some counties are holding positions open to account for those persons laid off in other county departments (i.e., having to hire from in-house first). Some delays appear to be planned and strategic due to concern over the budget.

**Hiring Process:** Some respondents indicated that there may be issues with length of the hiring process and/or the approval system such as delays due to long or cumbersome recruitment, losing candidates and having to start over. Included in this category are delays due to training.

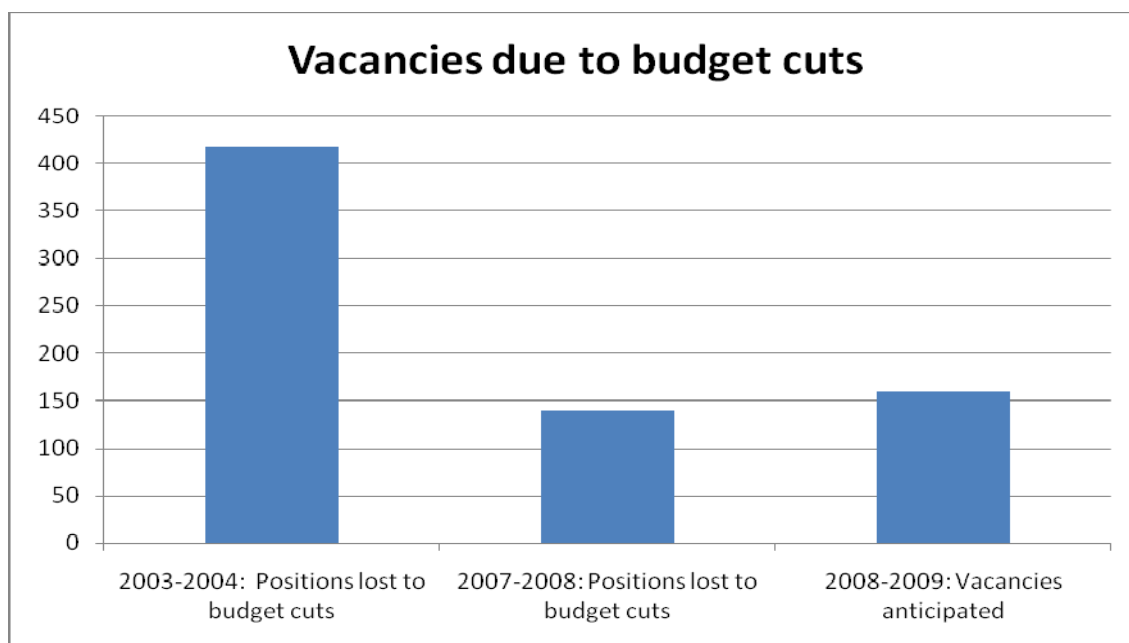
**Lack of Qualified Candidates:** Isolated rural locations and comments such as, "MSWs don't want to work here", contributed to the perception that there is a lack of candidates. Fewer respondents noted a lack of qualified candidates than have in the past. Considering the increase in the number of schools with accredited/in candidacy social work programs, there are still regions of the State that do not see enough qualified candidates applying for child welfare social work jobs.

**Low Salaries:** Salaries were cited as a reason for vacancies, specifically: Low salary range compared to neighboring counties and nonprofits in the same area and competition with higher salaries in mental health and other jobs, such as probation.

**Retention and Attrition:** Counties are seeing workers leave the jobs more quickly and the regular hiring process due to normal attrition leaves vacancies open until new employees can complete training, even when counties move ahead with normal hiring.

Finally in comparing vacancies due to budget cuts by year it was found that overall the number of vacancies attributed to budget cuts have decreased since 2004. However the estimate for 2008 was determined prior to the state budget crises and may rise in the future.

**Figure 14 VACANCIES/BUDGET CUTS 2003-2004, 2007-2008; 2008-2009**



# Turnover

**Key Results:**

The *statewide case-carrying social workers* turnover rate is up from 2004, but has not reached 1998 levels. The statewide *supervisor* turnover rate is down from 2004.

There are significant regional differences in turnover. The Southern region (without San Bernardino County) has the highest reported turnover rate for ongoing case-carrying social workers (23.2%). Los Angeles has the lowest (7%).

In this section, we were concerned with how many employees have left their positions for other jobs. For this section data were drawn from the last complete fiscal year, 2006-2007. Responses were received from 49 counties.

Three options for describing turnover were offered (Complete definitions of each type of turnover are located in the Glossary):

- Internal turnover within child welfare
- Internal turnover when the worker leaves child welfare services but not the agency
- External turnover when the worker leaves the agency

Five counties did not submit any turnover rates (Tulare, Santa Clara, Alameda, San Mateo, and San Bernardino). One county did not submit *external turnover* numbers (Madera) but did have *internal turnover—left child welfare but not the agency*. Two counties did not report *internal turnover—left child welfare, but the not the agency*.

Combined turnover rates are expressed for intake and ongoing social workers together because several counties combine intake and ongoing social workers in their population staffing reports. In fact many child welfare social work jobs combine intake and ongoing case management.

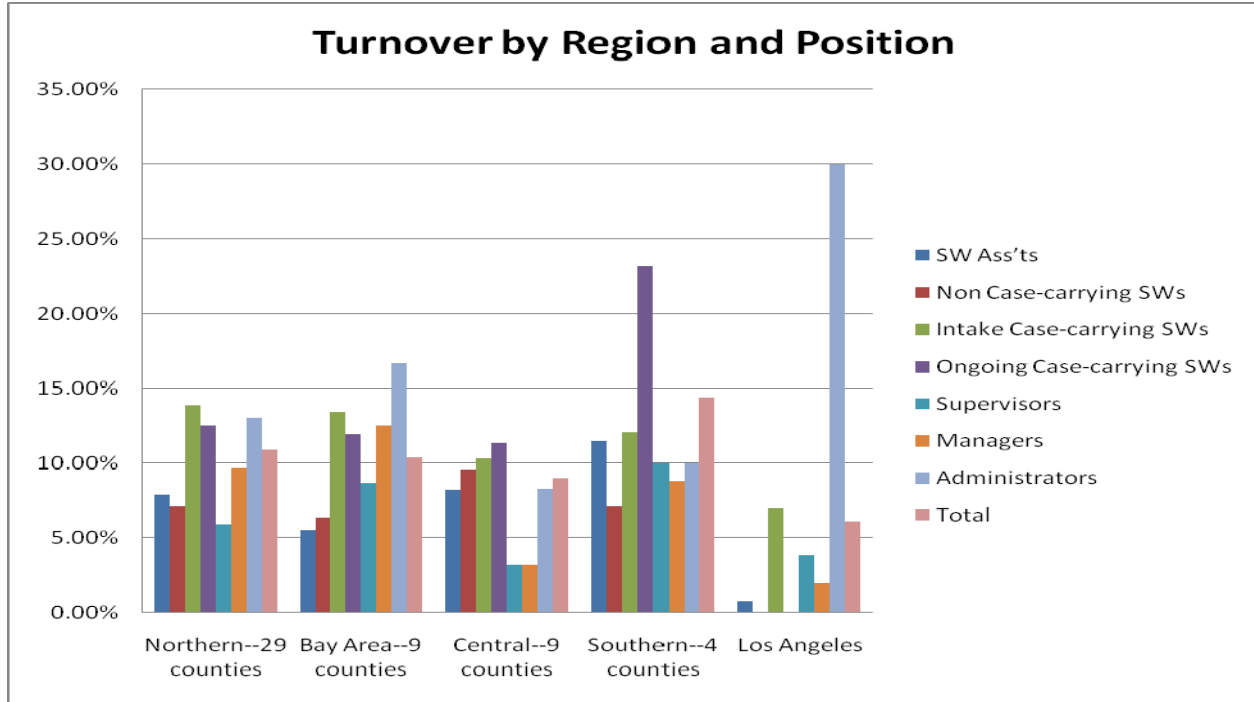
In the table below, the population numbers statewide consist of the full time plus the part time staff. Extra hire staff are excluded from this analysis.

**TABLE 13 TURNOVER RATES BY POSITION STATEWIDE—FY 2006-2007**

	Social work assistants	NON Case-carrying social workers	Case-carrying social workers	Supervisors	Managers	Administrators	Total
EXTERNAL TURNOVER: left the agency	5.1%	4.7%	8.6%	4.5%	3.9%	11.5%	7.3%
INTERNAL TURNOVER: left child welfare but not the agency	1.2%	1.5%	0.8%	0.8%	0.2%	0	0.9 %
INTERNAL TURNOVER: changed positions within child welfare	3.7%	6.2%	7.5%	4.5%	7.6%	8. %	6.6%
Combined turnover rates for <b>external turnover and internal turnover leaving the department</b>	6.3%	6.1%	9.4%	5.3%	5.1%	11.5%	8.2%
Combined turnover rates reported in 2008	10.05%	12.4%	17%	9.8%	12.7%	19.5%	14.8%

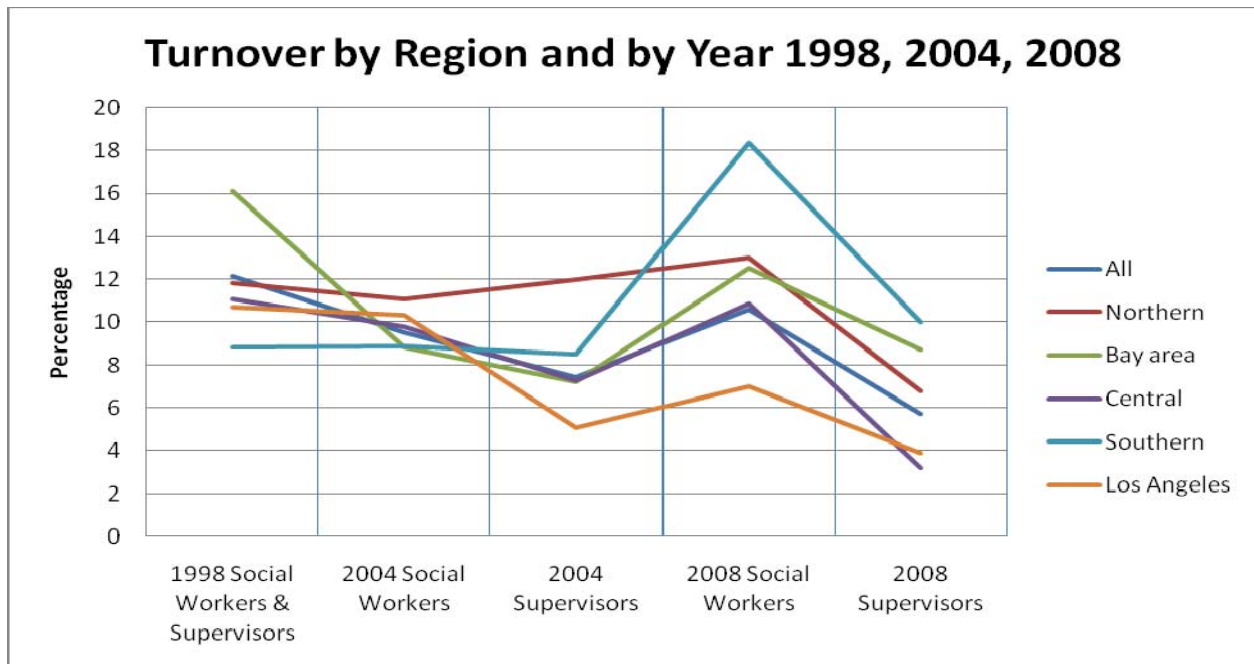
This year with 48 counties reporting external turnover numbers, the Table below indicated the external turnover rates are given for the counties that responded by position and by region.

**Figure 15 EXTERNAL TURNOVER FOR ALL POSITIONS BY REGION FOR FY 2006-2007**



The Chart below compares external turnover rates between 1998, 2004, and 2008 for child welfare workers and supervisors.

**Figure 16 PERCENTAGES EXTERNAL TURNOVER BY REGION COMPARISON 1998-2004-2008**



In 2004 the external<sup>3</sup> turnover rate for child welfare social workers statewide was 9.8 percent and for supervisors it was 7.5 percent, compared to a combined rate of 12.14 percent for direct service personnel and supervisors for 1998. In 2004 the northern region counties tended to have higher turnover rates than counties in other parts of the state.

#### Discussion

In 2008 (2006-2007 FY) internal turnover rates equaled external turnover rates. This could be expected because counties prefer to hire from within.

The 2008 rate for external turnover is largest for administrators and for case-carrying social workers. It is lowest for social work assistants, supervisors and managers/program managers have the lowest rates of turnover.

Overall, it appears that child welfare social worker turnover rates have increased for most regions and most positions from 1998 to the present:

*Limitations:* The 2008 results should be viewed with caution because the 6 counties that did not report external turnover have 2611 staff not included in this analysis. The year to year comparisons should be viewed with caution because different Workforce Study years defined "child welfare workers" differently: child welfare employees, some combined supervisors with workers or supervisors with managers; some reported the numbers for each position separately. 1998 data from Los Angeles are from 5 of 8 service planning areas within Los Angeles County.

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<sup>3</sup>For purposes of the 1998 and the 2004 studies, external turnover rates were defined as the number of workers who left the agency by resigning, terminating, or who were terminated (During fiscal year (July 1, 2002 – June 30, 2003 for 2004) divided by the total number of positions for each staff category. Respondents were instructed not to include those workers who moved from one child welfare services unit to another (e.g., from adoptions to emergency response). Although we recognized that internal assignment changes have implications for time spent in orientation and training, increased caseloads for the social workers who stay and for continuity with families, we did not measure internal turnover in 1998 or 2004.

## **Retention Factors**

In a separate and forthcoming report an analysis of job retention factors will be done. The preliminary factors that have emerged from the data fall into the broad categories of:

- Job Tenure
- Licensure
- Alternative Work Arrangements
- Compensatory time and overtime
- Union Participation
- Support for Professional Development
- Interest in obtaining additional degree

Preliminarily these areas are congruent with many factors currently identified in the child welfare workforce literature. Based on the findings of this analysis recommendations will be forthcoming to address current retention issues in the California Child Welfare Workforce.

# Closing—analysis of where we are now

## State Educational Qualifications for Child Welfare Staff in California

The primary initial reason for conducting the Workforce Study was to gauge how well the State met the qualifications for child welfare staff noted below. The first Workforce Study took place in 1992 prior to the inception of the CalSWEC Title IV-E program. The CalSWEC Title IV-E program was initiated in part to facilitate meeting the State's needs for qualified professional child welfare social workers. The Workforce Study measures progress every three or four years.

The *Manual of Policies and Procedures, Division 31 Child Welfare Services Program, Regulation 31-070* states that "County staff who provide emergency response and family maintenance services shall meet the following qualifications:

".11 At least 50 percent of the professional staff providing emergency response services, and at least 50 percent of the professional staff providing family maintenance services, shall possess a master's degree in social work, or its equivalent in education and/or experience as certified by the State Personnel Board or a county civil service board."

".12 One hundred (100) percent of the supervisors of staff providing emergency response and family maintenance services shall possess a master's degree in social work, or its equivalent in education and/or experience as certified by the State Personnel Board or a county civil service board."

To determine whether the State is meeting its needs for master's social workers in the critical services of emergency response; family maintenance/reunification and permanency planning; and adoptions, an analysis was conducted for case-carrying social workers only

- Of the 732 case-carrying respondents assigned to emergency response, 58% have Master's degrees or MSWs.
- Of the 941 case-carrying respondents assigned to family maintenance, 54.4% have master's degrees or MSWs. **30.2% of which are MSWs**
- Of the 851 case-carrying respondents assigned to family reunification, 54.8% have master's degrees or MSWs. **31.5% of which are MSWs**
- Of the 913 case carrying respondents assigned to permanency planning, 55.5% have master's degrees or MSWs, **32.8% of which are MSWs**
- Of the 384 case-carrying respondents assigned to adoptions, 77% of those have Master's degrees or MSWs,

These numbers appear to indicate that the state is coming closer to meeting the requirements of the Division 31 regulations.

# Recommendations

## Methods

In order to gather valid and reliable data about the public child welfare staff, the data counties submit needs to be easily gathered, comparable among counties, and timely.

- Agency Characteristics Survey already exists in some centralized state database, or in annual (quarterly) reports from the counties to the State and using this information for the Workforce Study.
- Explore the possibility of creating a mechanism at the state level to examine existing county reports to the state and develop a centralized database of human resources information gathered from the Individual Worker Survey. Allow survey evaluators access to this database.
- Jointly (CDSS, CWDA, counties, CalSWEC, other stakeholders) develop definitions of worker positions among stakeholders and use those definitions in the next Workforce Study.
- Explore the feasibility of attaching worker data (demographics, service component assignments, educational levels, IV-E participation, etc.) to the CWS/CMS system in a way that can be analyzed when a workforce study is needed.
- Use a random stratified sample of workers
- Coordinate the timing of the workforce surveys to coincide with county self-assessments schedules.

## Retention and Turnover

This year we have made progress in defining different kinds of turnover, internal (lateral or promotional turnover), within the agency (outside of child welfare), and external turnover (leaving the county).

External turnover continues to be a problem in the state. Within the agency turnover may be a problem in so far as workers may need training for their new service areas. External turnover among regions seems to be comparable between regions by position, except for the Southern region which has had an exceptionally high rate of turnover this time. Los Angeles seems to have a grip on external turnover; their rate has decreased since the last study took place. Overall, external turnover is up from 2004 levels but have not reached 1998 levels.

The Workforce Study in its present form does not obtain information about why this is so. Furthermore this study was completed before the beginning of the 2009 calendar year when a fair number of child welfare workers were laid off from their positions and counties were hesitant to fill other positions, due to the State budget.

## Diversity

The sample of child welfare staff responding to the Individual Worker Survey indicates that the workforce is becoming more diverse ethnically, racially, and by language spoken. The CalSWEC Annual Report shows that CalSWEC graduates are more diverse than the general state MSW student population. This is a good thing from the standpoint of the families who represent the child welfare clients. However a diverse staff and in particular among worker-supervisor relationships may be problematic.

- Obtain a population figure for the diversity of child welfare staff.
- Focus attention on diversity issues in supervisor training.

## Caseloads

The usual method for defining caseload size is not working. One reason for this is that over time case assignments evolve to meet the clients' needs and, as a result, counting cases by the core service component does not capture what the workers do. This is because the tasks performed do not take the same amount of time and the combination of tasks each worker has to complete for a family are different each time.

In the past we have asked administrators to submit this information or their best estimate. We have asked workers to self-report the number of cases they carry. Neither method is reliable because caseload size is tied to budget allocation, measuring it is hazardous and sensitive.

- Modernize the method for determining caseload size. This may mean examining how workers spend their time, and developing a task-based system similar to nursing acuity levels. Although social work does not have a predominance of concretely measurable tasks, it may be possible to do this.
- The 2030 study offers some ideas about what tasks to measure and how to measure them. There is literature about this as well in the child welfare field.

### **Training and Education**

Progress has been made over time to meet the Division 31 requirements for child welfare social workers to possess masters' degrees/MSWs. In fact from the increase in supervisors with MSWs, it looks like having an MSW is a promotional career path. There needs to be an effort to retain the case-carrying masters' social workers as they move up the career ladder.

CalSWEC has some information from its Career Path Study and previous Retention Studies which may inform the field about incentives for social workers to stay in the public child welfare agency.

Some counties may still not have professionally trained staff. In spite of the fact that there are nearly double the number of active MSW programs in the state as there was when CalSWEC began, some regions in the state are still inaccessible to them.

- Implement the distance education alternatives discussed at the CalSWEC Board for child welfare workers to obtain advanced degrees in social work.
- Survey the counties (CWDA Human Resources Committee, perhaps) for creative incentives other than increased salaries, such as sanction of job sharing, offer licensing hours and the cases to go along with them; promotion of education and training, assignment of special projects and reduced caseloads for mentoring new workers or students. Or include questions about incentives in the next Workforce Study.
- Do further analysis of where BASWs are located and what jobs they are doing. Then find out which counties have need for them.

## GLOSSARY

### POSITIONS DEFINED:

- SOCIAL WORK ASSISTANTS have supporting jobs such as, homemakers, transportation workers, community services aides, parent partners, case aides.
- INTAKE CASE-CARRYING SOCIAL WORKERS are those who handle, for example, intake, emergency response, court only child welfare cases.
- ONGOING CASE-CARRYING SOCIAL WORKERS are those who carry ONGOING cases in areas such as family maintenance, family reunification, adoptions, permanency planning.
- NON CASE-CARRYING SOCIAL WORKERS are those who have responsibility for staff functions, such as family-to-family, multidisciplinary team meeting qualify to be case-carrying social workers but presently do not carry cases or supervise. These non case-carrying social workers may also be those who are assigned "special projects".
- SUPERVISORS are social workers who supervise other social workers in their units. They may or may not carry cases as well.
- MANAGERS/PROGRAM MANAGERS are those who have line responsibility for managing two or more units or programs with more than one unit. These workers may be social workers but do not carry cases.
- ADMINISTRATORS have responsibility for departments and can be directors, assistant directors or deputy directors.

### TURNOVER:

- EXTERNAL TURNOVER: How many child welfare staff have left your agency to work outside the organization?
- INTERNAL TURNOVER/within the agency: Left child welfare department/division but not the county agency
- INTERNAL TURNOVER/within child welfare: Changed positions within child welfare. This category is included because it has training implications and vacancy implications. (Example: A line worker becomes a supervisor. Due to budget cuts, his former position cannot be filled.)

### WEIGHTING:

The response rate to the survey varied by position and by county. To truly represent the number of persons with specific degrees in the statewide report, for example, each response is weighted by the proportion of each county's workers represented in the state.

The assumptions are that 1) personnel policies about hiring child welfare workers with different levels of education differ by county and, 2) availability of applicants with different levels of education differ by county. The weight is the proportion of the workers in a given county in the state population (numbers reported in the Agency Characteristics Survey 2008) over the proportion of respondents in a given county to the total respondents in the state.

For example, using information from the *Agency Characteristics Survey*, the number of child welfare staff from Los Angeles County represents approximately 30% of all child welfare staff in the state but only 20% of the *Individual Worker Survey* responses. We have to multiply each response from LA County by 1.5 to accurately represent that county. Weighting does not take care of any patterns in non response.

## APPENDIX

### APPENDIX

#### **SECTION A: Additional Information about the Population of Social Workers and Professionals in Public Child Welfare Agencies in California from the Agency Characteristics Survey**

**TABLE A-1 NUMBERS OF CASE-CARRYING SOCIAL WORKERS REPORTED BY COUNTY/CDSS**

County	Full time		Part time		Total
	Intake	Ongoing	Intake	Ongoing	
Alameda	85	139	0	0	224
Alpine	1		0	0	1
Amador	2	4			6
Butte	23	47	0	2	72
Calaveras	4	8	0	0	12
Colusa	1	4	1		6
Contra Costa	62	119			181
Del Norte	3	9			12
El Dorado	19	17	1	1	38
Fresno	206		1	0	207
Glenn	1	8	0	0	9
Humboldt	15	29			44
Imperial	17	18			35
Inyo		4			4
Kern	130	158			288
Kings	9	28			37
Lake	6	12	0	0	18
Lassen	5	5	0	0	10
Los Angeles	3166		104		3270
Madera	13	14	0	0	27
Marin	6	14	1	1	22
Mariposa	2	6	0	0	8
Mendocino	9	23	0	0	32
Merced	31	40		2	73
Modoc	2	2	0	0	4
Mono	1	2	0	0	3
Monterey	20	37			57
Napa	6	11			17
Nevada	4	4	0	4	12
Orange	171	296	11	3	481
Placer	14	22	0	0	36
Plumas	1	3	0	0	4
Riverside	232	224	2	4	462
Sacramento	153	188	9	17	367
San Benito	5	5			10
San Bernardino	130	240	0	0	370
San Diego	0	536	0	10	546
San Francisco	69	125			194
San Joaquin	39	106		2	147

San Luis Obispo	0	38			38
San Mateo	45	34			79
Santa Barbara	25	22	0	3	50
Santa Clara	95	222	1	1	319
Santa Cruz	20	26	5	1	52
Shasta	22	36			58
Sierra	0	4	0	0	4
Siskiyou	7	8			15
Solano	14	40	2	0	56
Sonoma	28	29	1	2	60
Stanislaus	40	38	2	0	80
Sutter	8	16	0	0	24
Tehama	4	8			12
Trinity	1	5			6
Tulare	56	62			118
Tuolumne	5	6			11
Ventura	41	64			105
Yolo	13	16			29
Yuba	9	12			21
Total	4996	3032	141	53	8221

**TABLE A-2 PROFESSIONAL FULL AND PART TIME CHILD WELFARE STAFF BY COUNTY**

<b>County</b>	<b># of professionals</b>
Alameda	335
Alpine	2
Amador	9
Butte	104
Calaveras	18
Colusa	9
Contra Costa	257
Del Norte	20
El Dorado	60
Fresno	367
Glenn	14
Humboldt	86
Imperial	65
Inyo	13
Kern	426
Kings	59
Lake	30
Lassen	13
Los Angeles	4258
Madera	37
Marin	38
Mariposa	14
Mendocino	52
Merced	123
Modoc	4
Mono	5
Monterey	171
Napa	30
Nevada	16
Orange	835
Placer	54
Plumas	7
Riverside	821
Sacramento	627
San Benito	16
San Bernardino	571
San Diego	964
San Francisco	331
San Joaquin	175
San Luis Obispo	111
San Mateo	167
Santa Barbara	73
Santa Clara	495
Santa Cruz	77
Shasta	87
Sierra	5
Siskiyou	18
Solano	110
Sonoma	90
Stanislaus	163
Sutter	31
Tehama	30
Trinity	13

Tulare	204
Tuolumne	15
Ventura	170
Yolo	46

Yuba	52
CDSS	108

Excluding the social work assistants, there are 11,902 full and part time professional staff reported working in public child welfare agencies.

**TABLE A-3 NUMBERS OF PROFESSIONAL STAFF 2008 (Including CDSS)**

	Non case-carrying social workers	Intake social workers	Ongoing social workers	Supervisors	Managers	Admins	Total
Full time	987	5096	3193	1733	407	108	11524
Part time	40	141	53	28	3	5	270
Subtotal from the counties	1027	5237	3246	1761	410	113	11794
CDSS	n/a	n/a	86	15	7		108
Total professional staff	1027	5237	3332	1776	417	113	11902

**TABLE A-4 COMPARISON OF NUMBER OF FULL TIME COUNTY STAFF BY POSITION BY YEAR  
1992-1995-1998-2004-2008**

Number of full time staff	Social work Assistants	Non Case-carrying Social Workers	Intake Case-carrying social workers	Ongoing Case-carrying social workers	Supervisors	Managers/ Program Managers	Admins	Total
1992 <i>43 counties</i>	n/a	n/a	4630 (direct services employees)		737		233	
1995 <i>54 counties</i>	n/a	n/a	3102 (direct service employees)		463		178	
1998 <i>57 counties</i>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5062*
2004 <i>56 counties</i>	849	1417 (staff analysts)	7450 (child welfare social workers)		1168	n/a	n/a	10885
2008 <i>58 counties</i>	1256	987	5096	3193	1733	407	108	12780

Previous to 2008 this study did not include the CDSS adoption workers

\*1998 does not include Los Angeles

**TABLE A-5 Number of Full Time Staff by Region & Position Unweighted#**

Region	Number of <b>full time social work assistants</b>	Number of counties with <b>no full time social work assistants</b>	Number of counties having <b>5 or fewer full time social work assistants</b>	Number of counties responding
Northern	244	7	10	27
Bay area	265	1	4	12
Central	241	1	1	11
Southern	251	0	0	5
Los Angeles	255	0	0	1

Region	Number of <b>full time non case-carrying social workers</b>	Number of counties with <b>no full time non case-carrying social workers</b>	Number of counties having <b>5 or fewer full time non case-carrying social workers</b>	Number of counties responding
Northern	79	11	10	25
Bay area	222	0	3	12
Central	162	2	4	11
Southern	524	0	0	5
Los Angeles	(not reported)			

Region	Number of <b>full time intake case-carrying social workers</b>	Number of counties with <b>no full time intake case-carrying social workers</b>	Number of counties having <b>5 or fewer full time intake case-carrying social workers</b>	Number of counties responding
Northern	372	1	14	28
Bay area	455	0	1	12
Central	553	1	1	11
Southern	550	1	0	5
Los Angeles	3166	0	0	1

Region	Number of <b>full time ongoing case-carrying social workers</b>	Number of counties with <b>no full time ongoing case-carrying social workers</b>	Number of counties having <b>5 or fewer full time ongoing case-carrying social workers</b>	Number of counties responding
Northern	609	0	11	29
Bay area	801	0	1	12
Central	676	0	0	11
Southern	1314	0	0	5
Los Angeles	(included in # of intake social workers above)			

Region	Number of <b>full time supervisors</b>	Number of counties with <b>no full time supervisors</b>	Number of counties having <b>5 or fewer full time supervisors</b>	Number of counties responding
Northern	222	3	17	29
Bay area	257	0	2	12
Central	228	0	1	11
Southern	436	0	0	5
Los Angeles	608	0	0	1

Region	Number of <b>full</b>	Number of counties	Number of counties	Number of
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	<b>time program managers/ managers</b>	<b>with no full time program managers/ managers</b>	<b>having 5 or fewer full time program managers/ managers</b>	counties responding
Northern	71	6	22	29
Bay area	67	0	7	11
Central	71	1	5	11
Southern	98	0	1	5
Los Angeles	100	0	0	1

Region	Number of <b>full time administrators</b>	Number of counties with <b>no full time administrators</b>	Number of counties having <b>5 or fewer full time administrators</b>	Number of counties responding
Northern	21	9	13	22
Bay area	29	0	10	12
Central	25	1	9	11
Southern	21	0	3	5
Los Angeles	10	0	0	1

#(From the Administrative Characteristics Survey).

**TABLE A-6 FROM THE 2004 WORKFORCE STUDY: Table B-5** Overtime and compensatory time practices by region: means, medians, standard deviations and ranges, state of California, 2004

Northern 29 Northern Counties responded to these questions					
# of counties in which overtime is allowed	# of counties in which overtime needs pre-approval	Mean, Median, Range for hours of overtime funded <sup>4</sup> (19 missing)	# of counties in which compensatory time is allowed	# of counties in which compensatory time needs pre-approval	Mean, Median, Range for hours of compensatory time funded <sup>5</sup>
26	22	Mean: 4795.77 Median: 1233.63 Range: 0 to 65372.7	25	22	Mean: 1028.3 Median: 398 Range: 0 to 5621 20 missing
Bay Area 12 Bay Area Counties responded to these questions					
10	9	Mean: 7935 Median: 1398.4 Range: 0 to 49600	11	10	Mean: 2912.94 Median: 87 Range: 0 to 15992 5 missing
Central 11 Central Counties responded to these questions					
11	11	Mean: 7713.6 Median: 2958.38 Range: 346 to 40243	10	10	Mean: 3194.43 Median: 1320.38 Range: 0 to 11893 3 missing
Southern 5 Southern Counties responded to these questions					

<sup>4</sup> Standard deviation = 14757.2780

<sup>5</sup> Standard deviation = 1629.9319

2008 California Public Child Welfare Workforce Study  
*Agency Characteristics Survey 5/4/2010*

5	5	Mean: 47798.2 Median: 30663 Range: 2594.0 to 127,272.8	5	5	Mean: 3194.43 Median: 3032 Range: 2000 to 5583.7 2 missing
Los Angeles data was not available					

### Individual Worker Survey Additional Tables

#### PERCENTAGE OF FULL AND PART TIME STAFF RESPONDENTS BY REGION & POSITION, WEIGHTED

Region	Intake, ER or DC	Ongoing, Adoptions, Licensing	Non case-carrying	Supervisor	Managers	Admin-istrators	Missing
Northern Academy	14.55%	40.12%	12.24%	14.13%	5.75%	1.40%	11.81%
Bay Area Academy	15.93%	35.83%	14.66%	15.37%	5.50%	2.42%	10.29%
Central Academy	13.38%	43.62%	13.29%	13.26%	3.52%	*	12.03%
Southern Academy	15.37%	42.25%	19.15%	16.11%	2.97%	*	3.45%
Los Angeles IUC	10.91%	43.64%	10.91%	18.18%	5.31%	7.97%	3.08%
CDSS	*	38.89%	7.41%	5.56%	7.41%	*	40.74%
Total	13.54%	41.49%	14.05%	15.97%	4.59%	3.47%	6.88%

Suppression flag: \*Less than 1%.

**Table A-6a Unweighted numbers and total percentages, professional staff only, by RTA**

	High School	Some college	AA Hum Svs certificate	BA, BS	BASW BSW	Masters degree	MSW	PhD. other doc	Other	Total
Northern Academy	*	12	14	90	22	76	131	*	*	351
Bay Area Academy	*	8	9	66	22	167	385	11	*	672
Central Academy	*	12	11	244	30	102	160	7	*	569
Southern Academy	*	34	28	368	75	348	411	21	*	1294
Los Angeles IUC	*	*	*	200	65	196	205	15	*	692
CDSS	*	*	*	*	*	*	43	*	*	53
Missing	*	14	25	73	23	20	56	*	*	217
Total	12	82	90	1044	238	914	1391	57	20	3848
State Total %	*	2.13	2.34	27.13	6.19	23.75	36.15	1.48	*	100

**Table A-6b Weighted numbers, professional staff only by RTA**

	High School	Some college	AA Hum Svs certificate	BA,BS	BASW BSW	Masters degree	MSW	PhD. other doc	Other	Total
Northern Academy	6	32	34	127	26	106	128	*	*	465
Bay Area Academy	*	36	20	107	29	198	449	15	*	859

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Central Academy	7	41	37	374	43	134	220	9	10	875
Southern Academy	*	*	6	118	36	108	112	8	*	398
Los Angeles IUC	13	113	82	631	117	564	680	31	8	2238
CDSS	*	*	*	*	*	*	28	*	*	35
Missing	*	*	*	*	*	*	*	*	*	*
<b>State Total</b>	<b>27</b>	<b>227</b>	<b>179</b>	<b>1356</b>	<b>252</b>	<b>1110</b>	<b>1589</b>	<b>68</b>	<b>27</b>	<b>4835</b>

Suppression flag: \*Five or fewer workers or less than 1%.

**Table A-6c Weighted percentages, professional staff only, by RTA**

Region	High School	Some college	AA Hum Svs certificate	BA, BS	BASW BSW	Masters degree	MSW	PhD. other doc	Other	Total %
Northern Academy	1.37	6.93	7.29	27.25	5.63	22.68	27.44	1.05	*	100
Bay Area Academy	*	4.21	2.38	12.41	3.32	23.04	52.30	1.69	*	100
Central Academy	*	4.66	4.24	42.72	4.96	15.30	25.18	1.02	1.12	100
Southern Academy	*	1.36	1.49	29.67	9.08	27.24	28.18	2.03	*	100
Los Angeles IUC	*	5.03	3.66	28.17	5.25	25.21	30.38	1.39	*	100
CDSS	*	*	*	5.70	1.90	9.40	81.10	1.90	*	100
<b>State Total %</b>	<b>*</b>	<b>4.70</b>	<b>3.71</b>	<b>28.04</b>	<b>5.20</b>	<b>22.95</b>	<b>32.87</b>	<b>1.40</b>	<b>*</b>	<b>100</b>

Suppression flag: \*Less than 1%.

**TABLE A-7 VARIETIES OF LANGUAGES SPOKEN BY INDIVIDUAL CHILD WELFARE STAFF**

LANGUAGE	Frequency	Percent
English only	3100	73.7
Spanish (10=Portuguese & Spanish)	956	22.7
Vietnamese	29	.7
Cantonese, Mandarin, Chinese	24	.6
American Sign Language	12	.3
Tagalog	17	.4
Farsi	8	.2
Amharic	1	.0
Arabic	3	.1
Armenian	3	.0
Armenian and	2	.0
Farsi		
Armenian and Russian	1	.0
Armenian, Arabic and Turkish	1	.0
Cambodian, Khmer	3	.0
Dutch	1	.0
Finnish	1	.0
French	3	.1
German	8	.2
Hindi, Gujarati	1	.0
Hindi, Punjabi	1	.0
Hmong	3	.1
Hmong, French	1	.0
Hmong, Lao, Thai, English.	1	.0

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Ibo	2	.0
Italian	3	.1
Japanese, Spanish	1	.0
Kiswahili	1	.0
Korean	3	.1
Laotian and Thai	1	.0
Mien, Lao	1	.0
Polish, French, Russian	1	.0
Portuguese	1	.0
Romanian	1	.0
Russian,	1	.0

Armenian		
Samoan	2	.0
Spanish/ Signed language	1	.0
Thai	1	.0
Turkish	1	.0
Ukrainian	1	.0
Urdu, Hindi, Punjabi, Bengali, and Gujarati.	1	.0
VFM or GaH (?)	2	.0
Total	4207	100.0

**TABLE 2d RESPONDENTS' EDUCATIONAL LEVELS BY REGIONAL TRAINING ACADEMY, WEIGHTED AND SMOOTHED Missing = 683**

Name	High School	Some college	AA	Baccalaureate	BASW or BSW	Masters degree	MSW	PhD or other doc.	Other	Missing
Northern Academy	*	2.46%	3.34%	21.27%	5.05%	19.59%	47.16%	*	*	2.61%
Bay Area Academy	*	1.04%	0.94%	9.18%	3.25%	23.75%	60.01%	1.26%	*	2.22%
Central Academy	*	2.51%	1.57%	36.82%	6.07%	19.97%	30.78%	1.54%	*	2.59%
Southern Academy	*	1.83%	1.23%	30.64%	7.06%	26.32%	30.47%	1.90%	*	2.71%
Los Angeles IUC	*	*	*	29.03%	9.29%	28.35%	29.89%	1.88%	*	3.05%
TOTAL	*	1.32%	1.17%	25.40%	6.57%	24.27%	36.45%	1.52%	*	2.64%

Suppression flag: \*Less than 1%

**TABLE 10c WEIGHTED & SMOOTHED ESTIMATES OF BILINGUAL PROFESSIONALS BY RTA REGION**

RTA	Number Bilingual Weighted	Percent Bilingual Weighted	Number Bilingual Smoothed	Percent Bilingual Smoothed	Number of Professionals
Northern Academy	120	8.35%	191	13.29%	1440
Bay Area Academy	555	24.21%	702	30.61%	2292
Central Academy	401	23.30%	429	24.89%	1723
Southern Academy	800	24.58%	647	19.88%	3256
Los Angeles IUC	1697	39.86%	3030	71.16%	4258
CDSS	12	11.11%	NA	NA	108
TOTAL	3586	27.42%	4999	38.23%	13077

**Race \* Ethnicity Crosstabulation**

Race		Ethnicity		Total
		Not Hispanic	Hispanic	Not Hispanic
African/African American/Black	Count	444	4	448
	% within Race	99.1%	.9%	100.0%
American Indian/Native American	Count	41	9	50
	% within Race	82.0%	18.0%	100.0%
Asian/Asian American	Count	191	2	193
	% within Race	99.0%	1.0%	100.0%
White/Caucasian	Count	1971	230	2201
	% within Race	89.6%	10.4%	100.0%
Native Hawaiian/Pacific	Count	126	144	270

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Islander	% within Race	46.7%	53.3%	100.0%
Two or more races	Count	0	51	51
	% within Race	.0%	100.0%	100.0%
Mexican/Mexican American/Latina(o)/Hispanic	Count	1	112	113
	% within Race	.9%	99.1%	100.0%
Total	Count	2774	552	3326
	% within Race	83.4%	16.6%	100.0%