

Case Worker Survey Summary

**Certification Advisory Council
Case Worker Child Support Certification Program**

**Survey Data Compiled by
Research and Information Gathering Subgroup**

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EXECUTIVE SUMMARY

On October 1, 2001 the Child Support Specialist Certification Advisory Council (*Advisory Council*) mailed four hundred seventy-five surveys to staff who manage caseloads, supervise Child Support Specialists and perform case initiation and locate tasks for all Oklahoma office types (DHS, DA, CAP, Tribal). Three hundred and forty-five surveys were returned for a seventy-three percent (73%) rate of return. This response rate signifies the level of Child Support Specialists support for this program and the desire of the worker to be involved in the process. Also significant was the fact that more than half of the respondents have worked for Child Support Enforcement (*CSE*) less than four years (see graph, page 3).

The survey sought to identify the percentage of staff that expects to be working for CSE in five years. Two-thirds of the respondents indicated expectation of continued employment, however, only half of the DHS employees anticipated they would remain with the program (see graph, page 3). Of those respondents citing reasons they would not remain in CSE, forty-six percent (46%) related low pay as a reason for that decision (Table 1, page 4 and sample commentary on page 5). Additional reasons cited in eighteen percent (18%) or less of the responses were workload, training, issues with management and stress (Table 1, page 4; see also sample commentary on page 5). It is important to recognize that tenure problems could be significantly impacted by addressing the issue of low pay for type of work being performed by the Child Support Specialist. Some of the respondents who indicated that they would remain with the program also provided commentary. Most frequently they cited enjoyment of the job (Table 2, page 6).

We also were concerned about the comfort level that each worker felt in relation to their primary assignment area. Thirty-seven percent of all employees who reported being on the job less than four years indicated they did not feel comfortable with their level of expertise in their primary area. These respondents provided several reasons for their lack of comfort: training (or lack thereof), frequency of changes in process, and complexity (see table 3, page 7; commentary on page 8). While three-fourths of the respondents felt comfortable with their primary assignment area only 56 of them told us why they were comfortable. Of those individuals nearly one-third reached their level of comfort through on-the-job experience, while a little less than one-third cited training they received (table 4, page 9). Even those individuals who felt comfortable in their primary area indicated a need for more training (table 5, page 10).

Our surveys also sought to identify how staff spent their time by job function. The chart on page 11 shows the percentage of staff spending most, half, some or none of their time in each identified functional area. Notably, slightly more than half of the staff spend at least half of their time in the enforcement area and eighty-seven percent of people spend at least some of their time on locate activities. Fifty-seven percent of our staff indicated they spend at least some of their time on

finance activities while only forty-three percent of our staff spends at least some of their time on establishment and paternity activities. More individuals spend most of their time on enforcement and finance functions than in the areas of establishment, paternity, interstate, case initiation or locate.

Preferred training settings were also explored. Responses indicate that a classroom setting is most preferred although individuals were open to a variety of options (see table 8 and chart on page 13).

Considering the foregoing we conclude that

- there is a need for ongoing training opportunities for new and experienced staff;
- there is a need to focus on available incentives to improve job satisfaction and reduce employee turnover
- problems, as viewed by the employee performing the daily case functions are systemic and not grounded within a particular office(s);
- tenure on the job provides an individual with the greatest level of comfort with their expertise, however, if almost half of the DHS respondents won't be here in five years then they won't have the opportunity to achieve that level of confidence;
- more employees are spending more time on finance than in the performance measurement areas of paternity and establishment;
- the front line employee is exhibiting their need, desire and commitment to this program through the response rate and number of comments made on this survey;

We remain committed to moving forward on the Certification project for the benefit of our employees and the families that we serve.

Sincerely,

Program Design Sub-Committee

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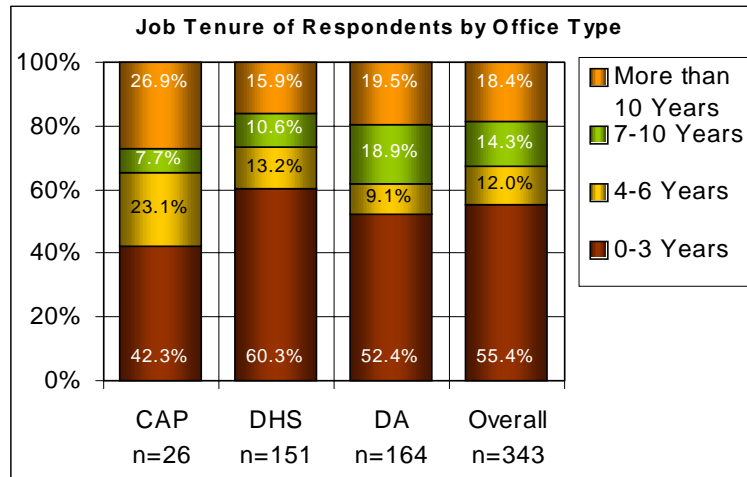
Case Worker Survey Summary

Four hundred and seventy-five surveys were sent to Child Support Enforcement Division offices. This number is an overestimate of the actual number of Child Support Specialists. Surveys were color coded to allow analysis by office type. Response rates were as follows:

Office Type	Number of Surveys		Response Rate
	Sent	Returned	
CAP	41	26	63%
DHS	209	151	72%
DA and Tribal	225	164	73%
Overall	475	345	73%

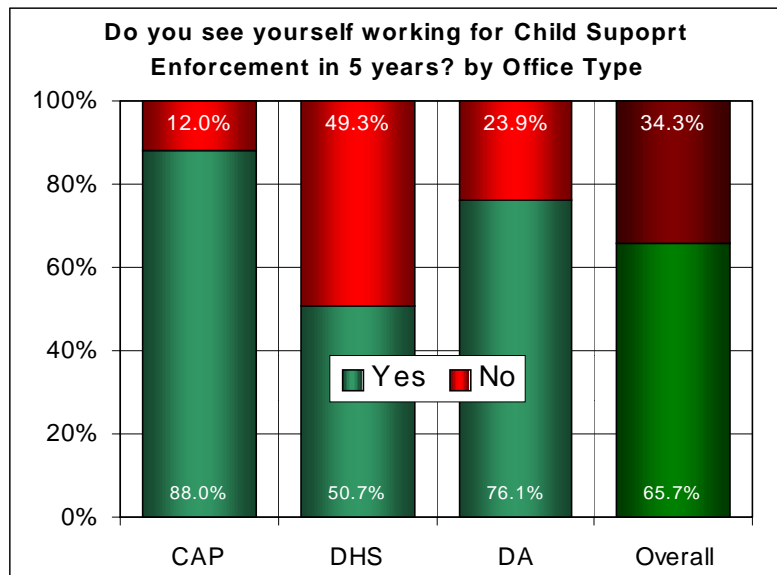
Job Tenure

Overall, 55% of survey respondents reported having worked for Child Support Enforcement for zero to three years; 12% for four to six years, 14% for seven to ten years and 18% reported having worked for Child Support Enforcement for more than ten years. Tenure varied by office type—DHS offices had the highest proportion of staff with less experience (60%), followed by DA offices (52%) and CAP (42%).



Expected Tenure

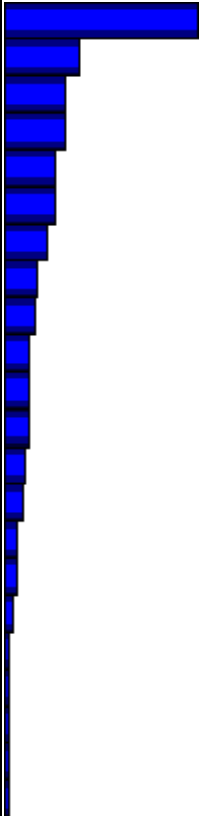
Overall, 66% of staff indicated that they expect to be working for Child Support Enforcement in five years. The proportion of staff who expect to be working for Child Support Enforcement in five years varied by office type. Eighty-eight percent of CAP staff say they expect to be working for Child Support Enforcement in five years, followed by 76% of DA/tribal office staff, whereas only 50% of DHS staff expect to be working for Child Support Enforcement in five years.



Content analysis was performed on the open-ended responses from the survey. Unique reasons were identified within each open-ended response.

For the 102 staff who provided reasons for why they **won't** be working for child support in five years, 184 different reasons were identified--an average of 1.8 reasons per person. Fifty-five percent of staff who provided open-ended comments, cited only 1 reason^(a), 23% cited two reasons, 10% cited three reasons, and 11% cited more than three reasons as to why they won't be working for child support in five years. These reasons were then grouped into categories (See Table 1).

Table 1. Reasons given why staff **will not** be working for CSED in five years

Reasons Categorized	Number of Mentions	Percent ^(b)
	47	46%
Low Pay		
Workload/Staffing	18	18%
Lack of training/quality of training/too many changes	14	14%
Various issues with management	14	14%
Burn out/Stress	14	14%
Limited advancement potential	12	12%
Retirement	10	10%
Wants different job/career	8	8%
Morale/Negative work environment	7	7%
Computer System not user friendly/does not meet needs/not reliable	6	6%
Lack of Appreciation/recognition/Incentives	6	6%
Personal Reasons	6	6%
System has problems/too complex/contradictions/frustrating	5	5%
Issues with the system	4	4%

Lack of Job security	3	3%
Security/Safety	3	3%
Doesn't like job	2	2%
Uncomfortable with aspects of job	1	1%
Caseworker certification	1	1%
Inconsistent policy	1	1%
Lack of accountability	1	1%
Lack of consistency	1	1%
Total Reasons	184	

(b) Percent is based on 102 staff that indicated that they don't see themselves working for Child Support in five years and who provided open-ended responses.

(b) Open-ended responses from 30 surveys were categorized during initial data entry. It is unknown whether there were multiple reasons given in those 30 open-ended responses or whether each contained only one reason. Those categorized responses were included in these analyses.

Of the staff that reported that they **do not** see themselves working for Child Support in five years and who provided comments:

46% cited low pay and another 12% cited lack of potential for advancement

Some of the comments were:

- I need to get a better paying job. I don't want to leave but I will have to.
- Low pay and few advancement opportunities.
- I love the job, but the pay really sucks.
- Not enough money; not enough opportunity for advancement.

18% cited inadequate staffing or too large of a caseload

Some of the comments were:

- Need better pay and more workers needed to reduce caseloads.
- There is too much work, eventually I can see myself getting burned out and looking for something less stressful.
- Too much workload for too little money.

14% cited lack of training or too many changes to keep up with

Some of the comments were:

- I do not feel that I have enough training provided by the State Office for the increased workload. Every new screen benefits State Office not the local offices. WE NEED HELP!
- The workload keeps increasing with changes made constantly and inadequate training to try and keep up with all of it. This must change!
- Too many changes in such a short time, not enough proper training, interest has been dragged on for the last two years with no success. State spends too much money.

14% reported various issues with management

Some of the comments were:

- Too stressful. Told too many times to do something a certain way and then asked why did you do it that way when it was meant to be done some other way. Constant contradictions.
- Serious lack of field experience at upper levels of management.
- Employees at this office are treated poorly. Maybe at another CSED office, I would consider a CSED career. At this office, employees are treated like children, not as peers.
- Because of the lack of organization. Too many unnecessary changes. Too many screens, complicated systems that should be made more user friendly. Lack of advancement, poor pay scale. Lack of training and accountability on all levels.

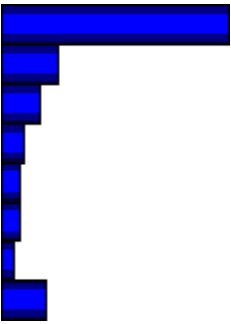
14% cited job burn out or too much stress

Some of the comments were:

- Burned out, expectations of production too high, quality of training too low. Negative work environment. Disorganization within the agency.
- There is too much work, eventually I can see myself getting burned out and looking for something less stressful.
- Too much stress and too little money.

For the 75 staff persons who provided reasons for why they **will** be working for child support in five years, 101 different reasons were identified--an average of 1.3 reasons per person. Sixty-nine percent of staff that provided open-ended comments cited only 1 reason, 27% cited two reasons, and 4% cited three reasons as to why they will be working for child support in five years. These reasons were then grouped into categories (See Table 2).

Table 2. Reasons given why staff **will** be working for CSED in five years

Reasons Categorized	Number of Mentions	Percent ^(a)
	52	52%
Likes/Enjoys/Loves job		
Likes to help clients/children	13	13%
For retirement/Longevity	9	9%
If...It depends on ...	5	5%
Personal reasons	4	4%
Likes Co-workers	4	4%
Good at/Qualified for job	3	3%
Miscellaneous reasons - single mentions	10	10%
Total Reasons	101	

^(a) Percent is based on 75 staff that indicated that they see themselves working for Child Support in five years and who provided open-ended responses.

Of the staff that reported that they do see themselves working for Child Support in five years and who provided comments:

52% say that they like, love or enjoy their job

Some of the comments were:

- I enjoy my job and I feel I am helping others.
- Enjoy working for DHS and find it rewarding. If I were to leave it would be for better money.
- I like the job and the people I work with very much.
- I enjoy what I do. I love my job.

13% say that they like to help clients and their children

Some of the comments were:

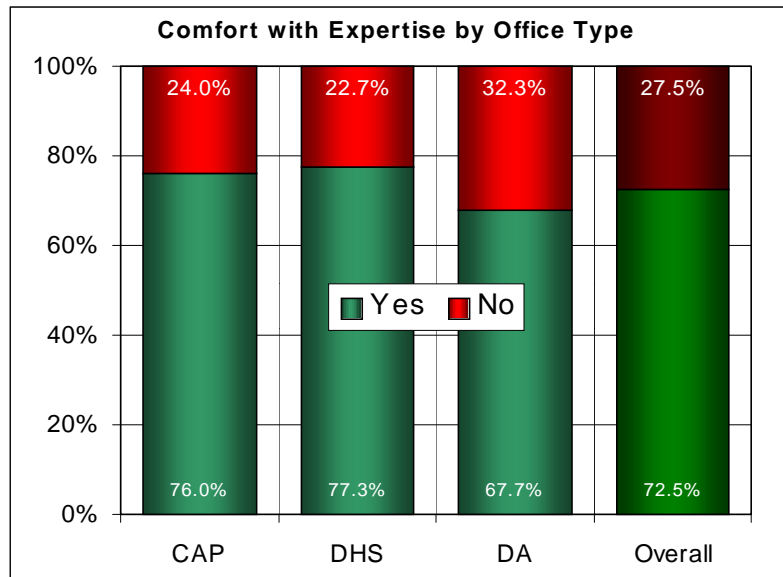
- I enjoy helping the children and the job duties.
- I believe that children deserve child support and I want to help.

- I like my job and I believe in what we are doing.
- I like my job. I enjoy working cases and making custodial parents happy when money comes in for their families.

See Appendix A and B for staff reasons for their answers.

Staff Comfort with Level of Expertise in Primary Assignment Area(s)

Overall, 27% of respondents indicated that they do not feel comfortable with their level of expertise in their primary assignment area(s). Thirty-two percent of respondents from DA offices reported not feeling comfortable with their level of expertise in their primary assignment area(s), followed by CAP with 24% and DHS with 23% of respondents not feeling comfortable with their level of expertise in their primary assignment area(s). Thirty-seven percent of all employees who report being on the job for less than four years, indicated that they do not feel comfortable with their level of expertise in their primary assignment area(s).



Content analysis was performed on the open-ended responses from staff that indicated that they **do not** feel comfortable with their level of expertise in their primary assignment area(s). Unique reasons were identified within each open-ended response. For the 87 staff persons who provided reasons for why they do not feel comfortable with their level of expertise in their primary assignment area(s), 137 different reasons were identified--an average of 1.6 reasons per person. Sixty-five percent of staff that provided open-ended comments cited only 1 reason, 22% cited two reasons, 7% cited three reasons, and 6% cited more than three reasons as to why they do not feel comfortable with their level of expertise in their primary assignment area(s). These reasons were then grouped into categories (See Table 3).

Table 3. Reasons why staff **doesn't** feel comfortable with their level expertise in primary job area(s).

Reasons Categorized	Number of Mentions	Percent ^(a)
	47	54.0%
Training: lack of, need more, inadequate		
Changes: constant, too many, PRWORA	34	39.1%
Complexity: too many areas to cover, too many new screens, too many codes, always more to learn	23	26.4%
Lack of experience, new job area, new hire, still learning	19	21.8%
Finding answers is difficult	6	6.9%

Workload: not enough time to learn, caseload too high, staffing, too much to do	6	6.9%
Currently in training	2	2.3%
Total Reasons	137	

(a) Percent is based on 87 staff who indicated that they do not feel comfortable with their level of expertise in their primary assignment area(s) and who provided open-ended responses as to why.

Of the staff who **do not** feel comfortable with their level of expertise in their primary assignment area(s) and who explained why:

54% cited lack of training or Inadequate training

Some of the comments were:

- Most areas we have to train ourselves, there are too many screen changes to keep up with.
- Not enough training. And when you are trained, it changes...quickly.
- I feel that I have to train myself by reading a manual.
- Because of the various changes and the inadequate training when changes are implemented.
- Not at this time due to all of the changes at one time and STO can't answer all the questions. Things are implemented for federal reasons and have not been worked out or proper training prepared.

39% cited constant change in how they do their jobs

Some of the comments were:

- It changes daily. No one seems to know answers to my questions.
- Feeling less and less confident as training/PRWORA forces/imposes immediate changes without allowing a person to become used to the changes.
- I was comfortable with my level of expertise prior to all the enhancements for PRWORA certification. But now there are a lot of changes to remember and get used to.
- Because every time I think I have learned something, it gets changed usually making the whole process far more complicated

26% cited job complexity issues: too many areas to cover, too many new screens, too many codes, always more to learn

Some of the comments were:

- Too many screens to remember/update, too many variables. Training has not been step-by-step and easy to comprehend or retain. Manuals are somewhat helpful however.
- I am comfortable with the things that I do most often, but there are so many areas and I can't remember all of the screens, codes, etc.
- As soon as I feel comfortable another change comes along. I would enjoy my job 100% more if I could have enforcement OR establishment, not both! Difficult to keep up with every case and every change that is thrown at us.
- Not enough time to become efficient in certain areas, read material. Too many areas to cover, not enough manpower










22% cited lack of experience: recent assignment to a new job area; newly hired; still learning

Some of the comments were:

- I just started establishment. I have also worked enforcement and was comfortable with the caseload. Now when I have a question I go to the computer or books. Most of the time I don't find my answer.
- Recently moved from one specialty to another. Not enough time to get familiar with it yet.
- Do not have enough caseworker experience
- Just stepped into this position in June of this year.

Content analysis was performed on the open-ended responses from staff that indicated that they **do** feel comfortable with their level of expertise in their primary assignment area(s) as to why they don't feel comfortable with their level of expertise. Unique reasons were identified within each open-ended response. Of the 245 staff that indicated that they are comfortable with their level of expertise in their primary assignment area(s), 77 provided open-ended responses, however only 56 of those staff included reasons why they feel comfortable with their level of expertise. Sixty-six different reasons were identified--an average of 1.2 reasons per person. Eighty-four percent of staff that provided open-ended comments cited only 1 reason, 14% cited two reasons, and 2% cited three reasons why they do feel comfortable with their level of expertise in their primary assignment area(s). These reasons were then grouped into categories (See Table 4).

Table 4. Reasons why staff **does** feel comfortable with their level expertise in primary job area(s).

Reasons Categorized	Number of Mentions	Percent ^(a)
	20	35.7%
		
		
		
		
		
		
		
		
Experience on the job		
Training	16	28.6%
Comfortable with job/knowledge	13	23.2%
Is specialized in one area	5	8.9%
Expertise is available if I have a question	4	7.1%
Figures it out/Independent Study	3	5.4%
Is a supervisor/trainer	2	3.6%
No brainer busy work	1	1.8%
Tries hard	1	1.8%
Has designed own work manual	1	1.8%
Total Reasons	66	

^(a) Percent is based on 56 staff who indicated that they do feel comfortable with their level of expertise in their primary assignment area(s) and who provided open-ended responses as to why.

Of the staff who **do** feel comfortable with their level of expertise in their primary assignment area(s) and who explained why:

36% cited experience on the job

Some of the comments were:

- Only because I have done it for so long.
- Because when you do one certain thing over and over, you learn all of the ins and outs.
- Years of experience and independent study


29% cited training

Some of the comments were:

- I have been fortunate to be trained by very competent workers and supervisor.
- Because of all of the training classes I have had up to this point.
- I have gone to the initial two-week training and have followed that up with going to conferences and classes.
- I have been trained pretty well. More is always better though.

Nine staff qualified their responses and 17 wrote other comments in the open-ended comment section for why they feel comfortable with their level of expertise in their primary job area. Thirty-one different comments were identified--an average of 1.2 per person (81% wrote 1 comment, 19% wrote two comments). These comments were then grouped into categories (See Table 5).

Table 5. Additional comments

Comments Categorized	Number of Staff Citing Reason	Percent ^(a)
	20	76.9%
Need more/better training especially related to changes		
Always more to learn/Still learning	4	15.4%
Caseload/Need more staff	2	7.7%
Do not have primary assignment	1	3.8%
Finance is too complicated	1	3.8%
I am uncomfortable about the lack of front line experience in those administering the certification process, NO PRACTICAL EXPERIENCE.	1	3.8%
Would like easy to follow up flow chart of screens that should be updated	1	3.8%
Would like to specialize	1	3.8%
Total Comments	31	

^(a) Percent is based on 26 staff that indicated that they do feel comfortable with their level of expertise in their primary assignment area(s) and who provided open-ended responses as to why that either qualified their comfort levels or provided other information.

77% indicated that they would like more training especially on changes

Some of the comments were:

- Comfortable, but still need training in some issues and areas.
- But there are times with all the new requirements I feel I haven't received adequate training to process daily requirements of cases.
- I feel somewhat comfortable. Need more training on PWORA changes/updates.
- I would like to have additional training as changes are made.
- My comfort level has dropped some since the number of most recent changes.

15% indicated that there is always more to learn

Some of the comments were:

- And no, there are constant new guidelines, and areas that change, per Fed, State, policy, etc. Can never be overly informed and/ or trained.
- I feel I do a good job, but I will be the first to admit there is always more to be learned.
- I have done this job for so long but always feel I could learn more and be better at the job.

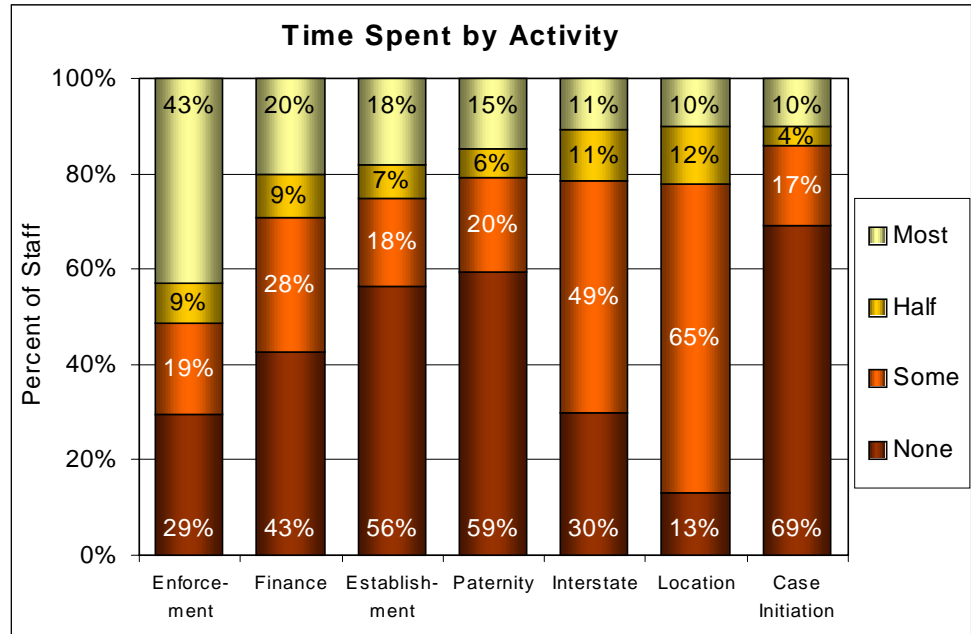
See Appendix C for open-ended comments from staff that indicated that they **do** feel comfortable with their expertise in their primary assignment area(s) and Appendix D for open-ended comments from staff that indicated that they **don't** feel comfortable with their expertise in their primary assignment area(s).

Staff Time by Job Function

Staff was asked to indicate how much of their time is spent at each listed job function using the following scale:

- None of my time
- Some of my time
- Half of my time
- Most of my time

Reported time spent varied by activity. Forty three percent of staff indicated that they spend most of their time on enforcement, 20% spend most of their time on finance, and 18% spend most of their time on establishment.



Sixty-nine percent of staff indicated that they spend none of their time on case initiation, 59% of staff indicated that they spend none of their time on Paternity, and 56% of staff indicated that they spend none of their time on establishment.

Pearson correlations indicate that:

- Table 6. Pearson Correlations between ratings of time spend for each job function.
- Staff who report spending more of their time doing case initiation also spend more time locating

	Case Initiation	Locate	Paternity	Establishment	Enforcement	Interstate	Finance
Case Initiation	1	0.40	0.09	0.11	-0.30	-0.14	-0.19
Locate	0.40	1	-0.08	-0.05	-0.16	-0.10	-0.26
Paternity	0.09	-0.08	1	0.85	-0.35	0.03	-0.21
Establishment	0.11	-0.05	0.85	1	-0.30	0.03	-0.18
Enforcement	-0.30	-0.16	-0.35	-0.30	1	0.37	0.12
Interstate	-0.14	-0.10	0.03	0.03	0.37	1	0.10
Finance	-0.19	-0.26	-0.21	-0.18	0.12	0.10	1

- Staff who report spending more of their time locating NCPs spend more time on case initiation and spend less time on enforcement and finance.
- Staff who report spending more time establishing paternity spend less time on enforcement and finance.
- Staff who report spending more time on case establishment spend more time on establishing paternity spend less time on enforcement and finance.
- Staff who report spending more time on enforcement spend more time on interstate and finance and less time on locating NCPs, establishing paternity, case initiation, and case establishment.
- Staff who report spending more time on interstate spend more time in enforcement and less time in case initiation.
- Staff who report spending more time on finance, spend more time on enforcement and spend less time on case initiation, locating NCPs, establishing paternity, and case establishment.

- Cluster analysis was used to look for similarities among staff in terms of amount of time they indicated they spend to each job function. Responses were coded from 0 “None of my time” to 3 “most of my time”, thus higher scores in the table reflect more time spent.
- 22% of staff fell into cluster 1 which is defined by more of their time spent on finance and to a lesser degree enforcement.
- 7% of staff fell into cluster 2, which is defined by more of their time spent on paternity, establishment and enforcement and to a lesser degree on locating NCP, interstate and finance.
- 16% of staff fell into cluster 3, which is defined by more of their time spent on locating NCPs and to a lesser degree on case initiation.
- 18% of staff fell into cluster 4, which is defined by more time spent on paternity and establishment and to a lesser degree locating NCPs.
- 37% of staff fell into cluster 5, which is defined by more time spent on enforcement and to a lesser degree on locating NCP and interstate.

Table 7. Average Time spent by Cluster

Job Function	1	2	3	4	5
Case Initiation	0.3	0.6	1.6	0.6	0.1
Locate	0.8	1.1	2.1	1.0	1.0
Paternity	0.3	2.0	0.2	2.5	0.2
Establishment	0.3	2.7	0.2	2.6	0.2
Enforcement	1.3	2.5	0.3	0.2	2.8
Interstate	0.9	1.6	0.4	0.8	1.3
Finance	2.7	1.3	0.2	0.3	0.7
N	63	21	47	51	105

Note that this 5 factor cluster analysis solution was chosen because 1) there was at least one loading of at least 2 in each cluster and 2) the number of staff in each cluster was of reasonable size.

Preferred Training Modalities

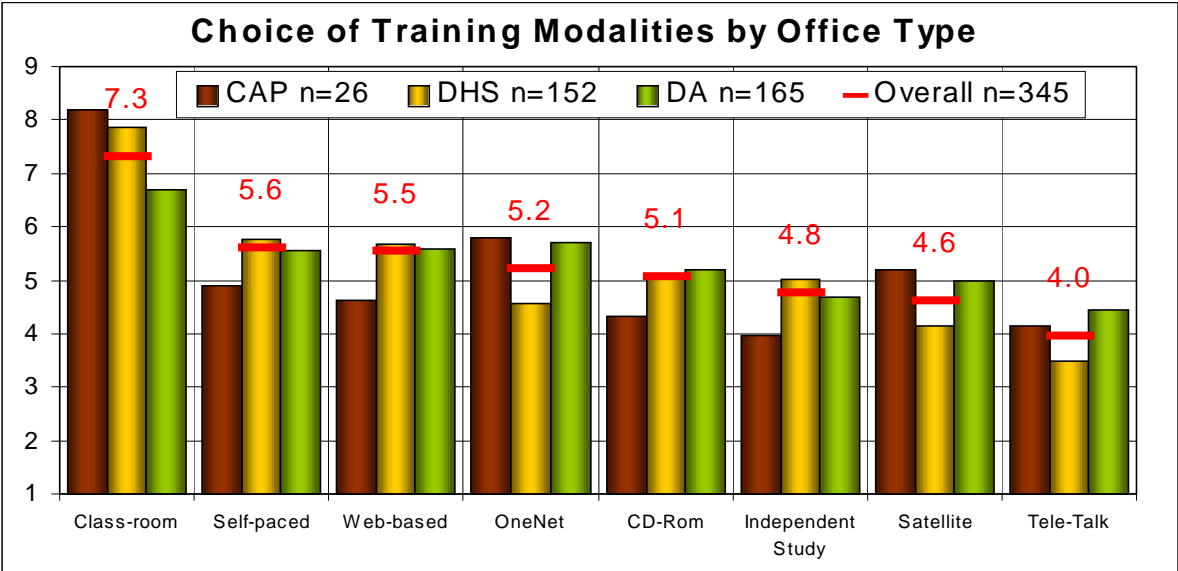
Staff was asked to rate each training modality using a 9-point scale that reflects their preference regarding how they would like to receive training. For presentation purposes staff ratings were reverse coded so that higher scores reflect higher preferences (Most preferred training modality = 9; least preferred training modality = 1).

The most preferred training modality was Classroom/Instructor Led followed by Self-Paced, Web-based, OneNet Interactive Video Broadcast, CD-ROM, Independent Study, Satellite, and Tele-Talk Interactive Audio Broadcast (See Table 8). The percent of staff who selected each training modality as one of their top three preferred training modalities resulted in similar rankings: Classroom/Instructor Led (76%), Self-Paced (43%), OneNet Interactive Video Broadcast (38%), Web-based (37%), Independent Study (31%), CD-ROM (29%), Satellite (23%), and Tele-Talk Interactive Audio Broadcast (15%).

The most frequent response from the 51 staff who described other training modalities focused on mentoring/one-on-one, hands-on training with an experienced supervisor or case worker or trainer. See Appendix E for other training modalities described by staff.

Most Preferred

Least Preferred



Training Modality	CAP	DHS	DA	Overall	
Classroom	8.2	7.9	6.7	7.3	Most Preferred
Self-paced	4.9	5.8	5.6	5.6	
Web-based	4.6	5.7	5.6	5.5	
OneNet	5.8	4.6	5.7	5.2	
CD-Rom	4.3	5.1	5.2	5.1	
Independent Study	4.0	5.0	4.7	4.8	
Satelite	5.2	4.1	5.0	4.6	
Tele-Talk	4.2	3.5	4.5	4.0	
Number of Surveys Returned	26	152	165	345	

Appendix A.
Open Ended Responses to:
Do you see yourself working for Child Support in 5 years?

Staff who answered no commented:

- "Hell no I won't work here in the next 5 years."
- 1. May move out of state 2. No merit protection 3. Low salary 4. No advancement potential
- Because DA office employees are not promoted to STO and I have too much to offer the local office. My skills will not be utilized in the long term.
- Because of the lack of organization. Too many un-necessary changes. Too many screens, complicated systems that should be made more user friendly. Lack of advancement, poor pay scale. Lack of training and accountability on all levels. Not enough emplo
- Burned out
- Burned out, expectations of production too high, quality of training too low. Negative work environment. Disorganization within the agency.
- Caseload is too high to produce quality of work with all of the regs.. Quantity seems more of a priority than quality. Need a computer system that meets workers' needs and is worker friendly not just driven for stats.
- Don't like it that much
- Employees at this office ate treated poorly. Maybe at another CSED office, I would consider a CSED career. At this office, employees are treated like children, not as peers.
- extremely low pay scale/benefits
- Go into a different field
- greater opportunity for better pay in other venues
- Have too much power over peoples lives to know what I am doing.
- Hope to get transferred back to criminal division
- hope to retire in 5 years
- I could do similar work for more pay and a better work environment with advancement opportunities elsewhere
- I do not feel that I have enough training provided by the State Office for the increased work load. Every new screen benefits State Office not the local offices. WE NEED HELP!
- I feel that the employees are not rewarded for the work that they do both emotionally and financially. There is no incentive for a person to stay, no room for advancement.
- I have 5 years in child support, 2 in OK and 3 in ARK. I like doing my job but the morale and integrity in this office is not a place I want to stay in for five years.
- I hope to have moved onto another career.
- I like the job but not the people
- I need to get a better paying job. I don't want to leave but I will have to.
- I would be 71 years young. I am not sure if I could do the job.
- I'm starting my family and plan on going to law school in the near future.
- I'm told there is a pay range, but my pay doesn't seem to move up the range. An annual increase w/o a promotion would be nice. Low pay, high demands, little upward mobility, inconsistent policy. Not much incentive to stick around. Better off investing
- It is a worthwhile job, but too stressful and the expectations are too high
- low pay and few advancement opportunities
- Maybe, I love the job, but the pay really sucks
- Money (6 respondents)
- Need better pay and more workers needed to reduce caseloads
- No flextime at DA office, no merit protection
- No room for advancement. No pay advances - now that I have reached the top classification in my office.
- Non-competitive salary. Suppressive attitudes from some legal staff. Terrible security and no response to complaints about security. Moral issues (FIDM).
- Not certain. Ok's system is very frustrating to work in after you have worked in another state's CSED. The other state system seemed to be easier and more worker friendly and overall just worked better.
- Not enough money. May consider staying on if pay got better.
- Not enough money; not enough opportunity for advancement.
- Not enough pay or incentives to stay

Appendix A.
Open Ended Responses to:
Do you see yourself working for Child Support in 5 years?

Staff who answered no commented:

- Not sure, next year is our D.A. election year. Would a new D.A. keep me? This job is getting too hard to handle! Too many changes! New screens all of the time. State Office can't get it together! I am tired of it all, need more staff!
- Not trained for position. Supervisors want to put you on an appointment schedule to answer your questions while they go out to take smoke breaks.
- Pay inadequate, plan to get master's degree and work in private sector
- Pay is too low for the amount of work. The amount of work with the material we have to cover is does not equal paralegal or legal assistants in the private sector as it stands now. The more put on us to know, the more warranted increased pay would be. If
- Pay, management , resistant to change even with CSQUIP, sexist environment.
- planning to retire soon
- Rec'd master degree and teaching certificate. Will be leaving soon to start teaching career.
- Relocation (3 respondents)
- Retirement (5 respondents)
- Retirement next year.
- Returning to college
- Salary inadequate and no merit-based promotions.
- Sometimes yes and sometimes no as I worked in CSE inks for 6 years and we did not have these particular problems
- Started out in locate which I enjoyed but then was switched to enforcement which I don't like.
- Stress (4 respondents)
- Stress of job and unrealistic expectations for the finance department
- the pay is terrible, caseworker certification, no job satisfactory in collecting more money for the state and not for the kids, also safety concerns
- The work load keeps increasing with changes made constantly and inadequate training to try and keep up with all of it. This must change!
- There is too much work, eventually I can see myself getting burned out and looking for something less stressful.
- too limited, dead-end job, no room for advancement
- too many changes in such a short time, not enough proper training interest has been dragged on for the last two years with no success. State spends too much money
- too many changes, too big of a work load, little appreciation
- too many computer problems no consistency
- Too many constant changes. The entire CS process could be simplified and needs to be. Pay is not all that great for all that we do and deal with
- Too many contradictions within the program, low morale, low pay
- too many practices that are contrary to law or just unreasonable , serious lack of field experience at upper levels of management.
- Too much politics which cause work on cases to be the low priority in my office. Too much emphasis on affect of individual and control of same.
- Too much stress and too little money.
- Too much work for too little pay! No appreciation!
- Too much workload for too little money
- Too stressful, work is overwhelming, not enough money.
- Too stressful. Told too many time to do something a certain way and then asked why did you do it that way when it was meant to be done someother way. Constant contradictions.
- Too stressful; computers are not dependable; also printers and other support equipment is not reliable.
- Training is poorly offered and delivered.
- unable to answer not sure if I shall reside in Oklahoma
- Want to do something else.
- Why work for an organization that doesn't appreciate its workers.
- will be retired by then

Appendix B.
Open Ended Responses to:
Do you see yourself working for Child Support in 5 years?

Staff who answered yes commented:

- Age, gender, education, family ties, I have no plans to relocate for all of these reasons.
- Because I enjoy the job.
- Because I like my job and I am attending college in the evenings and will not graduate for at least 6 years.
- Because I like my job and the people that I work with. And it is a very interesting job.
- Can't see working anywhere else
- career most qualified for
- Close to retirement after 5 more years.
- Do not dislike the job.
- Enjoy working for DHS and find it rewarding. If I were to leave it would be for better money.
- Good benefits, good co-workers, job satisfaction.
- I am allowed to work somewhat independently and I am not pulled here and there to 'fill in' when people don't show up for work.
- I am extremely loyal, I like the idea of helping children, and jobs that pay well or have benefits like these are hard to come by in our area.
- I believe that child deserve child support and I want to help
- I enjoy helping the children and the job duties
- I enjoy helping the clients
- I enjoy my job
- I enjoy my job and I feel that I am helping others
- I enjoy my job and I feel that I do a good job.
- I enjoy my job.
- I enjoy the challenge and helping children. But, the salaries could be better.
- I enjoy the work
- "I enjoy what I do and I believe that I do it well. I also love the challenges. (I chant to myself ""change is good, change is good!"")"
- I enjoy what I do. I know there is constant change being made. I like knowing I have helped someone.
- I enjoy what I do. I love my job.
- I enjoy working with CSED
- I have just started to and hope to continue the work and possibly move up.
- I know my job. I like the hours. I have accrued a lot time and have invested a lot of hours into my job.
- I like my job
- I like my job and I believe in what we are doing
- I like my job.
- I like my job. I enjoy working cases and making CPs happy when money comes in for their families.
- I like the job and the people I work with very much.
- I like the job, just wish we had more help and training
- I like the type of work and the dedication of most of the people I work with
- I like the work
- I like what I do, however, if it keeps changing too much I will leave.
- I like what I do.
- I love it
- I love my job
- I love my work and it keeps me busy and knowing that children will benefit makes me feel good
- I love what I do, I feel like I am making a difference in the lives of children.
- I love what I do. I can't see myself doing anything else.
- I need a challenge in my life and this job has definitely fulfilled that need
- I plan to retire from here
- I really love my job.
- If I learn my job well.
- If wages increase and the DA keeps our office.

Appendix B.
Open Ended Responses to:
Do you see yourself working for Child Support in 5 years?

Staff who answered yes commented:

- If we can get more help then I will consider staying 5 or more years.
- In enjoy my job and the fact that we help people even if we do not get appreciated for it.
- It is always a learning experience. It grows with new actions (PRWORA, CSNET). That helps to keep the job interesting and challenging.
- It is very fascinating work
- Job security
- Like the job, good people to work with.
- Like working with people. Solving their problems
- Love job, but pay is too low for responsibility required
- Love my job, seriously.
- Not absolutely certain. It will depend on what changes are made.
- Not sure, hope so, but doing different job at different location
- Not trained for anything else
- Plan to stay until retirement
- Retirement (will be vested within the next five years.
- state retirement
- The ability to help and assist children in need id very rewarding
- There are still many new areas to learn
- This is a career move for me
- This is the career I want to stay in!
- This is what I have done for half of my life and I feel that I am good at it.
- to reach my 80 pts for retirement
- Will stay until retirement if husband transfers will try to transfer to another CS unit
- Working until retirement

Appendix C.

Open Ended Responses to:

Do you feel comfortable with your level of expertise in your primary assignment area(s)?

Staff who answered no commented:

- 10/1/01 conversion and no adequate training has been provided to answer the workers' questions.
- Always changing
- As soon as I feel comfortable another change comes along. I would enjoy my job 100% more if I could have enforcement OR establishment, not both! Difficult to keep up with every case and every change that is thrown at us.
- Because every time I think I have learned something, it gets changed usually making the whole process far more complicated
- Because I always feel like there is more to learn and things change so fast.
- Because of the various changes and the inadequate training when changes are implemented.
- Continuously changing - no training, poor training, lack of training, no consistency in office or in state policy. The attorneys want things done their way be it right or wrong. Only new workers are sent to training and present employees do not benefit
- Could use more training.
- Do not have enough caseworker experience
- Everyday brings a new situation that I am not familiar with.
- Feeling less and less confident as training/PRWORA forces/imposes immediate changes w/out allowing a person to become used to the changes
- Finance has been made impossible to ever be right. Poor training. Should go back to tapes that stay in the office for new employees. There should be a tape library in every office.
- Get different answers from supervisors and attorneys, no continuity
- Have no training in NSD
- Have only been doing orders for a week did enforcement before
- Hire date 10-01-01
- I am comfortable with the things that I do most often, but there are so many areas and I can't remember all of the screens, codes, etc.
- I am currently in training.
- I am still becoming familiar with all of the procedures
- I am still learning new things everyday.
- I do not seem to be current in the finance area as much as I should be.
- I don't feel that I have received enough training.
- I don't mind enforcement, but I do not understand paternity or establishment.
- I feel like there are issues or info on my job that are not sent out to this office. I wish I had more training in my field.
- I feel that I could always learn more
- I feel that I have to train myself by reading a manual
- I feel that you could always use improvement, especially at the rate things change.
- I have been here nearly three years and do not feel that I will ever feel competent and that is extremely discouraging, especially when that had never been a problem in the past.
- I have been on other duties and I am now being trained for paternity and establishment
- I have only been an enforcement worker for 2.5 months. I will get there eventually.
- I just started a few months ago. I am still learning my primary assignment
- I just started establishment. I have also worked enforcement and was comfortable with the case load. Now when I have a question I go to the computer or books. Most of the time I don't find my answer.
- I just started in establishment less than a month ago.
- I think I know enough just to get by
- I was only trained for finance, yet I am on appointment team for enforcement. I have paralegal experience but no training on the unit's procedures or OSIS access/forms.
- I was prior to all the enhancements for PRWORA certification. But now there are a lot of changes to remember and get used to.
- I was trained by OJT. Too many areas were overlooked, but supervisor still expects me to know it. I don't even know how much I don't know.
- Inadequate training
- It changes daily. No one seems to know answers to my questions.
- It is always changing
- It keeps changing
- Just began and still learning

Appendix C.

Open Ended Responses to:

Do you feel comfortable with your level of expertise in your primary assignment area(s)?

Staff who answered no commented:

- Just stepped into this position in June of this year.
- Most areas we have to train ourselves, there are too many screen changes to keep up with.
- Most of the training is too general
- Need internet training
- Need more training
- Never seems to be enough time
- New to enforcement as of Sept. 2001
- No adequate training. Need more training in the office with someone who has done the job before....and recently.
- Not at the beginning of the job.
- Not at this time due to all of the changes at one time and STO can't answer all the questions. Things are implemented for federal reasons and have not been worked out or proper training prepared.
- not enough independent training on building case from DHS referrals/screens & locate
- not enough time to become efficient in certain areas, read material. Too many areas to corner not enough manpower
- Not enough training. And when you are trained, it changes . . . quickly.
- Not enough training. Need individual training at my computer.
- Not sure what to do for each case
- Not trained. Given a million things to do and still held to certain standards, i.e. customer service, appointments, phones, resolution of OSIS issues etc. CSED is not a respected law firm in the community. We are seen as goof ups.
- Only because we have implemented new programs and I have not had time to get used to them. However, over time and with repetition I will become more familiar.
- Overwhelmed with the changes, caseload, and number of screens
- poor training
- Poor training, no on the job training or (in house training)
- Presently beginning training
- Recently moved from one specialty to another. Not enough time to get familiar with it yet.
- Rules always changing
- Seems to be so many variables each office is different in the way they process cases.
- so many recent changes it is difficult to be sure I am still doing things correctly
- State office changes system too often
- Supervisors not available to answer questions. Not adequately trained, learning as I go when I can get an answer from a supervisor.
- There are too many changes.
- There is always more to learn and I could never learn enough
- There is always something new to learn - too many changes at once.
- there is always something to learn and when your office does everything it is hard to remember what screens you want.
- There is still a lot I don't feel comfortable with, especially all the new changes coming on PRWORA etc.
- Too many changes (all of the time) to feel like I am not adequate in the enforcement field.
- too many changes at this time
- Too many changes coming too fast.
- Too many new procedures and screens with very little training.
- Too many screens to remember/update, too many variables. Training has not been step by step and easy to comprehend or retain. Manuals are somewhat helpful however.
- Training is poorly offered and delivered.
- Training lacks in educating us in how to perform a lot of tasks
- Training not intense enough. You can not become an expert in two days.
- Wanting to learn more and there is always room to upgrade oneself
- We are thrown in. Lack of training, STO trains us one way and then we are told to do it another way. No daily organized training. And as soon as we learn one thing, you have to change it again.
- with all of the changes we do everything to our own cases and it is too much to remember at once
- You can always benefit by more training opportunities. Everything is continuously changing.

Appendix D.

Open Ended Responses to:

Do you feel comfortable with your level of expertise in your primary assignment area(s)?

Staff who answered yes commented:

- Adequate training
- and no, there are constant new guidelines, and areas that change, per Fed, State, policy, etc. Can never be overly informed and/ or trained.
- and no. Was a temp at first, got a good grasp of many screens. Need more training in locate is needed, ie what screens for what function.
- Because I do this daily.
- Because I have done this for three years
- Because I've done it for quite some time,
- Because of all of the training classes I have had up to this point
- Because of experience and training
- Because when you do one certain thing over and over, you learn all of the ins and outs.
- Been doing it for a while
- but I feel that I could use more training
- But I keep finding things I did not know and I think I should have been told in training
- But need help on closure screens
- but still learning and I have good people to learn from
- but there are times with all the new requirements I feel I haven't received adequate training to process daily requirements of cases
- Comfortable, but still need training in some issues and areas.
- computer
- Do not have a primary assignment
- Due to my mentor's teaching
- Enforcement, yes. I have to do finance and we have never been trained completely and it is too complicated to do on the side on top of my caseload
- Experience I have gained.
- Good training
- Had training and experience
- Have been doing it for 16 years
- I am the trainer in our office
- I am uncomfortable about the lack of front line experience in those administering the certification process, NO PRACTICAL EXPERIENCE.
- I can usually find answers on the infonet
- I could have been trained better, but I do feel comfortable.
- I feel comfortable although I have not been here long
- I feel I do a good job, but I will be the first to admit there is always more to be learned.
- I feel like I know exactly what need to be done.
- I feel like I was well trained for my position
- I feel qualified to answer most questions, but you never learn all there is to learn.
- I feel somewhat comfortable. need more training on PWORA changes/updates
- I feel that I have been given adequate training for my job. I have also done this job long enough to feel comfortable with my level of expertise.
- I have always been able to ask for help if I don't understand how to do some task.
- I have been doing case initiation for a little over one year. I feel comfortable with my duties in this area
- I have been doing initiation, paternity and establishment for a while.
- I have been doing it for 8 years.
- I have been doing it for months.
- I have been fortunate to be trained by very competent workers and supervisor.
- I have been here long enough to learn most of it by mistake. The training was totally nonexistent or worthless.
- I have been trained pretty well. More is always better though.
- I have developed my own work manual and contacts with the sheriff's offices, other CSE investigators etc.

Appendix D.

Open Ended Responses to:

Do you feel comfortable with your level of expertise in your primary assignment area(s)?

Staff who answered yes commented:

- I have done this job for so long but always feel I could learn more and be better at the job.
- I have gone to the initial two week training and have followed that up with going to conferences and classes.
- I have only worked in enforcement since I was hired on three years ago.
- I have tried to keep myself informed in the area I work in. I would like to have an easy to follow up flow chart of screens that should be updated
- I have worked here about a month; however, I am almost completely on my own.
- I haven't been here that long, but I do feel comfortable with the knowledge that I do have that is expected of me at the present time.
- I know what to do in my job that is assigned to me.
- I meet all of my performance goals.
- I started in case initiation and learned all areas of child support enforcement from locate to finance.
- I supervise different areas; case initiation, paternity, establishment, and outgoing interstate.
- I would like to have additional training as changes are made.
- In order to do my job, I have to know a bit about each area. In my two years here I have learned all areas of child support
- In paternity
- It is easier when workers are specialized in one or two areas and not generic or comprehensive caseloads.
- Just wished that we could specialize more in our office and have more workers
- Most of the duties I perform I understand with certainty
- Most of the time, except when things change. You do not always get the proper amount of training.
- My comfort level has dropped some since the number of most recent changes.
- no brainer busy work
- Not many changes in the establishment procedure
- Only because I have done it for so long.
- Received computer training.
- Seems to always be something new added. But we just work it out.
- Several years experience and good on the job training by supervisor
- Since I have been working in the finance section, I understand OSIS systems and I am able to articulate to the customer information regarding balances, adjustments and returned warrants etc.
- "since my job handles only ""specialized"" areas then I feel I keep up with changes easier rather than having to learn to change in all areas of child support"
- Still learning
- still would like more training but by qualified caseworkers
- this is all I ever do. I should know what I am doing
- try hard to be correct and complete, always ask questions of other workers or attorney if unsure what to do
- Very comfortable with the primary knowledge I need but not yet comfortable with the level of supervision/supervisory skills I need
- Want to understand interstate a little better
- Years of experience and independent study

Appendix E.
Open Ended Responses to:
Training Modalities = Other describe (Number of responses)

- assigned to a mentor with close proximity (1)
- caseworker with experience one on one (1)
- Conference (1)
- co-workers (1)
- Field Instructions at one's own work area. (1)
- Group discussion similar to seminar or book club (1)
- hands on (3)
- hands on in office (1)
- hands on learning (1)
- Hands on training with experienced worker. (1)
- Hands on training with expert in the field (1)
- Hands on training. (1)
- hands on w/mentor in office (1)
- Hands on with charts and guide books. (1)
- Hands on, one on one trainer, available daily. (1)
- Hands on. (1)
- Have instructors come to each office monthly. (1)
- In extreme circumstances one on one is still needed (1)
- in house rep (1)
- Learning in small groups of 5 to 10 people. (1)
- manuals (1)
- Mentor (2)
- Mentoring (1)
- On the job (1)
- On the job training. (1)
- One on one (7)
- one on one training with knowledgeable supervisor (1)
- One on one training with an actual human instructor. (1)
- One on one training. (2)
- One on one. Personal training at the office level (1)
- PFR (1)
- PFR's in office (1)
- Shadowing (1)
- Some one to come to our office and answer question (1)
- someone in our office "hands on" (1)
- Supervisor training (1)
- Teachers coming to local offices on regular basis (1)
- Trainer at desk PFR (1)
- Video tapes sent to local offices. (1)
- what about ojt? (1)
- work with experienced specialist (1)
- Did not specify other training modality (294)

Appendix F
Survey

Child Support Enforcement Caseworker Survey

- 1) How long have you worked for Oklahoma Child Support Enforcement?
 0-3 years 4-6 years 7-10 years More than 10 years
- 2) Do you see yourself working for Child Support in 5 years?
 Yes No Why or why not? _____
- 3) Please rate how much time you spend performing tasks in each of these categories.
You may use the same rating for more than one category.
- | | |
|-----------------------|-----|
| Most of my time | = 1 |
| About half of my time | = 2 |
| Some of my time | = 3 |
| None of my time | = 4 |
-
- | | |
|------------------|-------|
| Case Initiation | _____ |
| Locate | _____ |
| Paternity | _____ |
| Establishment | _____ |
| Enforcement | _____ |
| Interstate | _____ |
| Finance | _____ |
| Other (describe) | _____ |

- 1) Do you feel comfortable with your level of expertise in your primary assignment area(s)?
 Yes No Why or why not? _____
- 2) Using a scale from 1-9 with 1 being the first choice, please rate the following training mediums in order of preference.
Consider the cost of time out of the office, travel, inadequate resources, etc...
- | | |
|---|-------|
| Classroom/instructor lead | _____ |
| Web-based training | _____ |
| OneNet (Interactive Video Broadcast) | _____ |
| Tele-Talk (Interactive audio Broadcast) | _____ |
| CD-Rom | _____ |
| Satellite | _____ |
| Self-paced | _____ |
| Independent Study | _____ |
| Other (describe) | _____ |

Thank you for participating in this survey. The information obtained will be used in the design and development of the Child Support Certification Program. You will receive a copy of the results as soon as the data is tabulated and evaluated.

Thank you again for helping us to serve you!!!

Appendix F
Survey