CPS Investigations Staffing Recommendations

Sharon Burke, Human Resources Director
Board of County Commissioners Meeting
August 15, 2023
Child Protective Services is facing a critical staffing situation

The following Recommendations are intended to address:

• The need to maintain existing Investigations staff due to ongoing resignations and transfers
• Workload balancing to comply with state standards that are currently being exceeded
• A lack of applicants for Investigations positions
• Barriers in moving applicants from recruitment to hire
Prior & Current Status

• 5/31/2023
  • Average investigation takes 29.7 days
  • 11 out of 29 positions vacant (38%)
  • 227 active cases – roughly 25 cases per available employee
    • Available Employees does not include pre-service (Cannot carry a caseload), FMLA
    • 2.5x state mandated max caseload of 10 cases
  • 19 staff repurposed from other programs to assist with caseload

• 8/4/2023
  • Average investigation takes 36.9 days
  • 10 out of 29 positions vacant (35%)
  • 212 active cases – roughly 16 cases per available employee
    • Available Employees does not include pre-service (Cannot carry a caseload), FMLA
    • 1.6x state mandated max caseload of 10 cases
  • 7 staff repurposed from other programs to assist with caseload
Changes Already Implemented

- Job Qualifications expanded to include non-traditional degree programs
- Executed a contract with SPARC for qualified, temporary workers
- Increased social media and radio presence to attract applicants
Current Competitiveness

$66K  $68K  11th

Buncombe County Average RPP* Adjusted Pay
Average RPP Adjusted Pay for Sampled Organizations
out of 18 sampled organizations

*Regional Price Parity (RPP): Regional price parities (RPPs) measure the differences in price levels across states and metropolitan areas for a given year.
- US Bureau of Economic Analysis (June 1, 2023)
Recommendations

• Allowance for Child Welfare Services – Investigations (INV) staff (supervisors & line staff) of $200 per pay period
  • A qualified pay period is one in which the individual is employed within INV after pre-service is completed
  • Estimated $5,200/employee/year
  • The allowance sunsets by the start of Fiscal Year 2025 or when 76% of staff positions (22 out of 29) are filled and have completed pre-service training. The earlier of the two.

• HR Review of INV classification (not INV supervisors) for FY 25 pay plan

• Recruitment Incentive for current employees
  • $250 for the first week of retention + $250 after 6 months of retention + $250 after the first year of retention - to the employee who successfully recruited a new staff member
  • Applies only to staff who successfully recruit a new employee in CPS Investigations, 911 Telecommunicators, or the Detention Officers

• No additional county funding is requested
Requested Board Actions

- Approve temporary allowance for Child Protective Services IATSWs & Supervisors

- Approve recruitment incentive for existing employees to recruit new hires into CPS Investigations, Public Safety Communications (911) Telecommunicators and Detention Officers
Appendix

Sampled Organizations

- In North Carolina, Child Welfare Services is a county and state function

- Regional, out of state municipalities were included as they provide Child Welfare Services and compete for the same workforce

- This table represents all entities from which data was retrieved, but not all that was requested

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<thead>
<tr>
<th>NC Counties</th>
<th>Out of State Metros</th>
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<tbody>
<tr>
<td>Buncombe</td>
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