



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

WHY SHOULD YOU JOIN
BUNCOMBE COUNTY
SOCIAL WORK?



Current Competitiveness

\$66K

Buncombe County
Average RPP* Adjusted Pay

\$68K

Average RPP Adjusted Pay
for Sampled Organizations

11th

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

NC Counties	Out of State Metros
Buncombe	Greenville, SC
Cabarrus	Nashville, TN
Henderson	
McDowell	
Durham	
Guilford	
New Hanover	
Mecklenburg	
Cumberland	
Wake	
Catawba	
Forsyth	
Gaston	
Union	
Madison	
Orange	
Cleveland	

