

IV. WORK FORCE CHARACTERISTICS

This section contains four subsections: Demographics, Job Descriptions, Training Strategy Preferences, and Technological Capabilities.

A. Demographics

The data in this section was collected through questionnaires, focus groups, telephone interviews, and literature reviews. The questionnaires were sent to case aides, child care workers, caseworkers and supervisors to collect general demographic information, including age, gender, years of experience, and racial/ethnic background. A total of 143 case aides, 145 child care workers, 425 caseworkers, and 369 supervisors completed the survey.¹

Employment Category	Surveys Mailed	Surveys Returned
Case Aide	402	143
Child Care Worker	429	145
Caseworker	697	425
Supervisor	731	369
Total	2,259	1,082

As discussed in Section II, *Methodology*, the samples reached a 95 percent confidence level, with sampling errors that ranged from plus or minus 5.5 percent to plus or minus 3 percent. Given the high confidence intervals and low sampling errors, these findings can be generalized to workers throughout the state with confidence.

Surveys Returned by Regional Training Center				
Regional Training Center	Case Aides	Child Care Workers ²	Caseworkers	Supervisors
Central	31	17	74	64
East Central	18	24	18	18
North Central	2	3	79	79
Northeast	40	41	68	70
Northwest	21	0	46	38
Southeast	3	25	27	14
Southwest	14	7	65	31
Western	14	27	48	52

¹ All case aides, child care workers, and supervisors in the state received the mail survey. A statewide stratified random sample of caseworkers received the mail survey. A description of the methodology can be found in Section II, *Methodology*.

² There are no child care workers in the Northwest RTC region.

FINDINGS:

Below is a detailed examination of the general demographic data from the questionnaires. The data is examined for each question, with the responses presented simultaneously for all staff in all regions. Where there are variations across regional training centers (RTCs) and by county size, the responses are sorted and presented by region and county size.

1. Work Shift

Staff in all four employment categories were asked to identify their work shift. Respondents were given multiple choices: Day shift, such as 9 a.m. to 5 p.m.; Afternoon shift such as 3 p.m. to 11 p.m.; Night shift, such as 11 p.m. to 7 a.m.; and “Other.”

The vast majority of case aides (86 percent), caseworkers (94.4 percent), and supervisors (93.8 percent) worked day shifts. Child care workers tended to have more varied work shifts, which is understandable, considering they generally work in 24-hour residential care settings.

**Table 1
 Work Shift by Employment Category**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Day	123	86.0%	49	33.8%	401	94.4%	346	93.8%
Afternoon	2	1.4%	32	22.1%	9	2.1%	2	0.5%
Night	0	0	15	10.3%	2	0.5%	2	0.5%
Other	17	11.9%	49	33.8%	13	3.1%	19	5.1%
Missing	1	0.7%	0	0	0	0	3	0.8%
Total	143	100%	145	100%	425	100%	369	100%

Several caseworkers in focus groups reported that as a result of welfare reform, they worked more evening hours to accommodate families on public assistance, who had to fulfill their Ohio Works First self-sufficiency contract requirements during the day. Caseworkers reported that this caused a hardship for them, as it was often difficult for them to find child care arrangements for their own children.

2. Gender

The majority of workers in all four employment groups were female, ranging from 71.7 percent of child care workers to 90.2 percent of case aides.

Table 2
Gender of Workers by Employment Category

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Female	129	90.2%	104	71.7%	356	83.8%	278	75.3%
Male	13	9.1%	38	26.2%	69	16.2%	88	23.8%
Missing	1	0.7%	3	2.1%	0	0	3	0.8%
Total	143	100%	145	100%	425	100%	369	100%

In north central, southeast, and southwest regions, all case aides were female. The majority of child care workers were male only in the northeast and western regions.

This data is consistent with the OCWTP GOALS-RATE Enhanced Final Report (2000) which found 81 percent of caseworkers to be female.

3. Age

There was a strong similarity of mean (average) ages of the four groups. Caseworkers had the youngest mean age (35.03) and case aides the oldest mean age (41.17). The following table presents the age ranges for all four employment categories. Note that only those participants who provided their age are included in this table.

The mean score refers to the average score of all the participants who indicated their age. The mode is the most common age reported. The median is the middle age, or the 50th percentile of the sample. The minimum and maximum ages indicate the youngest and oldest respondents completing the survey questionnaire.

Table 3
Age of Workers by Employment Category

	Sample Size	Mean	Mode	Median	Minimum	Maximum
Supervisors	349	40.82	33	40	20	74
Caseworkers	416	35.03	25	33	21	64
Child Care Workers	141	40.79	25*	40	22	68
Case Aides	138	41.17	30*	40	21	75

The difference between the mean ages and the mode ages is significant. While the mean age for supervisors was 40.82 years of age, the mode age was only

* Where multiple modes existed, the youngest age is shown.

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33. The same was true for caseworkers (mean age was 35.03 years but mode age was 25 years); child care workers (mean age was 40.79 but mode age was 25 years); and case aides (mean age was 41.17 years but mode age was 30 years.)

4. Race / Ethnicity

Across all four employment categories, Caucasians accounted for between 65.7 percent and 78.9 percent of professional staff. African American staff accounted for between 15.9 percent and 25.9 percent of professional staff. All other groups accounted for less than five percent of the four employment categories.

**Table 4
Race/Ethnicity of Workers by Employment Category**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
African American	37	25.9%	23	15.9%	99	23.3%	58	15.7%
Caucasian	94	65.7%	110	75.9%	303	71.3%	291	78.9%
Native American	1	0.7%	3	2.1%	0	0	1	0.3%
Asian	0	0	0	0	2	0.5%	0	0
African	0	0	0	0	3	0.7%	3	0.8%
Hispanic	3	2.1%	0	0	9	2.1%	5	1.4%
Appalachian	2	1.4%	1	0.7%	1	0.2%	1	0.3%
Amish	2	1.4%	0	0	0	0	1	0.3%
Unknown	0	0	1	0.7%	0	0	0	0
Other	1	0.7%	4	2.8%	7	1.6%	3	0.8%
Missing	3	2.1%	3	2.1%	1	0.2%	6	1.6%
Total	143	100%	145	100%	425	100%	369	100%

According to 2000 census data, Ohio's population is composed of 1.9 percent Hispanics, 11.5 percent black or African Americans, and 85 percent white. The Ohio child welfare work force is composed of a proportionately greater number of African American staff than in the general population³.

³ The terminology used in the census is different from the terminology used in the questionnaire.

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**Table 4a
Race/Ethnicity of Workers by Employment Category and RTC**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
	Af Am	Cauc	Af Am	Cauc	Af Am	Cauc	Af Am	Cauc
Central	22.6%	64.5%	11.8%	88.2%	15.1%	78.1%	12.7%	82.5%
East Central	0	100%	16.7%	66.7%	5.6%	94.4%	5.6%	94.4%
North Central	100%	0	33.3%	66.7%	51.9%	41.8%	29.9%	67.5%
Northeast	17.5%	75%	26.3%	71.1%	16.2%	82.4%	12.9%	80%
Northwest	31.6%	57.9%	0	0	13%	78.3%	10.5%	78.9%
Southeast	0	100%	8%	88%	0	100%	7.1%	92.9%
Southwest	50%	50%	0	85.7%	27.7%	67.7%	16.7%	83.3%
Western	57.1%	42.9%	11.1%	81.5%	22.9%	68.8%	13.2%	86.6%

North Central RTC had the largest percent of African American workers in all four employment categories.

The largest percent of African American staff work in metro counties; 53.3 percent of case aides, 38.3 percent of caseworkers, and 24.1 percent of supervisors are from metro counties.

5. Immigrants to the United States

Only sixteen of the 1,082 workers who completed the surveys were immigrants to the United States. However, not all individuals who indicated they were immigrants identified their country of origin. Those countries that were identified included Canada (3 caseworkers and 1 supervisor), Cuba (1 caseworker), Jamaica (1 caseworker), South Africa (1 caseworker), Nigeria (1 caseworker and 1 supervisor), Somalia (1 caseworker), Israel (1 supervisor), and Honduras (1 case aide).

**Table 5
Immigrants to the United States by Employment Category**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Yes	1	0.7%	2	1.4%	9	2.1%	4	1.1%
No	140	97.9%	143	98.6%	416	97.9%	357	96.7%
Missing	2	1.4%	0	0	0	0	8	2.2%
Total	143	100%	145	100%	425	100%	369	100%

6. English As a Second Language

Workers from each employment category indicated they spoke English as a second language. The percentages ranged from a low of 2.8 percent of child care workers to a high of 8.9 percent of caseworkers.

Table 6
Workers Who Speak English As a Second Language

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Yes	5	3.5%	4	2.8%	38	8.9%	23	6.2%
No	138	96.5%	141	97.2%	387	91.1%	346	93.8%
Total	143	100%	145	100%	425	100%	369	100%

7. Education

Survey participants were asked to identify their highest level of education. Their educational levels across all four employment categories ranged from some high school to post graduate degrees. Caseworkers had the highest proportion of college degrees, 94.6 percent had bachelor, graduate or postgraduate degrees. Supervisors had the largest proportion of graduate degrees (43.6 percent), compared to only 15.5 percent of caseworkers who had graduate degrees.

Table 7
Educational Level of Workers by Employment Category

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Some High School	2	1.4%	1	0.7%	1	0.2%	0	0
High School Graduate	24	16.8%	31	21.4%	2	0.5%	3	0.8%
Technical School	6	4.2%	5	3.4%	1	0.2%	1	0.3%
Some College	50	35%	35	24.1%	6	1.4%	11	3.0%
Associate's Degree	24	16.8%	20	13.8%	11	2.6%	9	2.4%
Bachelor's Degree	29	20.3%	43	29.7%	328	77.2%	172	46.6%
Graduate Degree	7	4.9%	9	6.2%	66	15.5%	161	43.6%
Postgraduate	1	0.7%	1	0.7%	8	1.9%	10	2.7%

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	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Degree								
Missing	0	0	0	0	2	0.5%	2	0.5%
Total	143	100%	145	100%	425	100%	369	100%

These findings are consistent with the GOALS-RATE Enhanced Report (2000), which found 97 percent of caseworkers and 90 percent of supervisors had bachelor's or graduate degrees.

As a means of comparison, the 2000 census data indicated that 21.1 percent of Ohio's population 25 years and over had a bachelor's, graduate or professional degree. In contrast, the educational level of the child welfare staff in Ohio has a significantly greater proportion of individuals with college degrees.

When stratified by county size, there was little difference in the proportion of supervisors with college degrees. At least 90 percent of supervisors, regardless of their county size, had bachelor's, graduate, or postgraduate degrees.

However, when stratified by county size, there was a significant difference in the percentage of caseworkers who had degrees. Only 81.8 percent of caseworkers in small counties had degrees, compared with 97.2 percent in large counties and 96 percent in metro counties. The same was true for child care workers; only 25 percent who worked in medium sized counties had college degrees, compared with 50 percent in metro counties. For case aides, none from small counties had degrees, but 38.1 percent of case aides in medium counties had college degrees.

**Table 7a
Workers with Bachelor, Graduate, or Postgraduate Degrees by County Size**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Metro	19	30.7%	3	50%	218	96%	207	95.4%
Large	10	18.5%	33	41.4%	107	97.2%	75	90.3%
Medium	8	38.1%	11	25%	50	94.3%	36	90%
Small	0	0	6	42.8%	27	81.8%	22	91.7%

8. Field of Study

Survey participants were asked, "In which field is your highest level of education?" (for example: social work, public administration, etc.) Among the participants, there were 22 different fields of study, ranging from art therapy to urban studies. Social work was the most common field of study in all four

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categories, followed by psychology, sociology, criminal justice, and counseling. Thirty-two percent of case aides and 28 percent of child care workers did not indicate a field of study.

**Table 8
Field of Study by Employment Category**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Art Therapy	0	0	1	0.7%	0	0	1	0.3%
Business	9	6.3%	3	2.1%	5	1.2%	9	2.4%
Child Development	5	3.5%	3	2.1%	15	3.5%	4	1.1%
Communication	1	0.7%	4	2.8%	7	1.6%	5	1.4%
Community Development	0	0	1	0.7%	0	0	1	0.3%
Counseling	3	2.1%	6	4.1%	11	2.6%	27	7.3%
Criminal Justice	8	5.6%	11	7.6%	43	10.1%	17	4.6%
Education	5	3.5%	10	6.9%	16	3.8%	15	4.1%
Human Ecology	1	0.7%	0	0	0	0	0	0
Human Services/Sciences	15	10.5%	8	5.5%	4	0.9%	3	0.8%
Information Technology	1	0.7%	0	0	0	0	1	0.3%
Law	0	0	1	0.7%	0	0	0	0
Liberal Arts	0	0	2	1.4%	5	1.2%	3	0.8%
Medical	4	2.8%	3	2.1%	0	0	1	0.3%
Psychology	4	2.8%	12	8.3%	82	19.3%	45	12.2%
Public Administration	4	2.8%	1	0.7%	11	2.6%	26	7.0%
Public Health	0	0	1	0.7%	2	0.5%	3	0.8%
Science	0	0	3	2.1%	8	1.9%	1	0.3%
Social Work	32	22.4%	28	19.3%	149	35.1%	166	45.0%
Sociology	5	3.5%	3	2.1%	50	11.8%	23	6.2%
Theology	0	0	3	2.1%	1	0.2%	0	0
Urban Studies	0	0	0	0	1	0.2%	1	.3%
None / Missing	46	32.2%	41	28.3%	15	3.5%	15	4.1%
Total	143	100%	145	100%	425	100%	369	100%

As of October 2000, state law permits a child welfare agency to hire only caseworkers with the following prerequisite credentials:

- A person who has a bachelor's degree in human services-related studies;
- A person who has a bachelor's degree in any field, who has been employed at least two years in a human services-related occupation;

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- A person who has an associate’s degree in human services-related studies; and,
- A person who has been employed at least five years in a human services-related occupation.
- In addition, the law requires a caseworker who does not have a bachelor’s degree in a human services-related field to obtain a job-related bachelor’s degree within five years after beginning employment.

According to the assessment data, 94.6 percent of caseworkers currently have a bachelor’s, graduate or postgraduate degree, and the majority of the degrees are in human services-related fields. However, only 35 percent of caseworkers and 45 percent of supervisors have a degree in social work.

9. Licensure Status

A higher proportion of supervisors had licenses than those other employment categories. The most common license was an LSW, followed by an LISW.⁴ A minority of staff from other job classifications had licenses, including case aides (10.5 percent), child care workers (13.1 percent), and caseworkers (39.5 percent).

**Table 9
Licensure Status by Employment Category**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
LSW	8	5.6%	5	3.4%	143	33.6%	151	40.9%
LISW	0	0	4	2.8%	5	1.2%	49	13.3%
LPC	0	0	1	0.7%	1	0.2%	4	1.1%
LPCC	0	0	0	0	0	0	4	1.1%
Other	7	4.9%	9	6.2%	19	4.5%	15	4.1%
None	124	86.7%	102	70.3%	251	59.9%	138	37.4%
Missing	4	2.8%	24	16.6%	6	1.4%	7	1.9%
Total	143	100%	145	100%	425	100%	369	100%

- The Northeast RTC was the only region where a majority of caseworkers (60.4 percent) had licenses.

⁴ LSW = Licensed Social Worker; LISW = Licensed Independent Social Worker; LPC = Licensed Professional Counselor; LPCC = Licensed Professional Clinical Counselor

- The majority of supervisors in central (71.5 percent), northeast (81.5 percent), northwest (63.1 percent), southwest (53.3 percent), and western (60.8 percent) regions had some type of license.
- North central was the only region where a majority of child care workers (66.7 percent) had licenses. However, this percentage represents two of only three child care workers who completed the survey from the north central region; therefore, the data cannot be considered representative of child care workers as a group.
- While only 45 percent of supervisors had a social work degree, 54 percent of supervisors had an LSW or LISW. This most likely reflects the fact that supervisors with sociology, psychology, or similar degrees may also be licensed social workers. Ohio Revised Code Section 4757.28 was revised in 1992, allowing professionals with bachelor degrees in a closely related field to obtain the social work license.

Table 9a
Licensure Status by Employment Category and County Size

Workers with LSW, LISW, LPC, LPCC, or Other License by County Size				
	Case Aides	Child Care Workers	Caseworkers	Supervisors
Metro	17%	40%	42%	61.6%
Large	3.7%	14.1%	40.9%	64.6%
Medium	14.3%	12.8%	38.4%	60%
Small	0	23.1%	24.3%	50%

10. Future Plans in Child Welfare

One survey question asked about workers' future employment plans in the field of child welfare. Participants were asked whether, in the next two years, they planned to:

- remain in their present job;
- move to a different job, at the same level, within their agency;
- move up within the agency;
- leave the child welfare agency but remain in child welfare; or
- leave the child welfare field.

The most frequent response across all four employment categories was to remain in the same position within the agency. The second most frequent

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response was to move to a higher level position within the agency. The majority of workers also intended to be employed at the same agency in two years.

However, within two years, 12.6 percent of case aides, 20 percent of child care workers, 22.6 percent of caseworkers, and 19 percent of supervisors reported intending to leave the agency or the child welfare field.

**Table 10
Future Plans of Staff by Employment Category**

Two Years From Now Do You Intend To:								
	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Be in the same job at the same agency	62	43.4%	72	49.7%	165	38.8%	189	51.2%
Be in a different job within the agency but at the same level	12	8.4%	3	2.1%	24	5.6%	19	5.1%
Move up within the agency	47	32.9%	35	24.1%	126	29.6%	80	21.7%
Leave the child welfare agency	10	7.0%	12	8.3%	28	6.6%	27	7.3%
Leave the child welfare agency but remain in child welfare	4	2.8%	12	8.3%	32	7.5%	18	4.9%
Leave child welfare	4	2.8%	5	3.4%	36	8.5%	25	6.8%
Missing	4	2.8%	6	4.1%	14	3.3%	11	3.0%
Total	143	100%	145	100%	425	100%	369	100%

Most of the respondents, in all four employment categories, who reported intending to leave the child welfare agency or the field were in the north central region.

**Table 10a
Staff Who Plan to Leave Child Welfare Agency or Child Welfare Field in Two Years by RTC**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Central	5	16.2%	3	17.7%	17	24.3%	12	19.1%
East Central	0	0%	4	17.4%	4	22.3%	2	11.8%
North Central	2	100%	2	66.6%	24	30.8%	23	30.7%
Northeast	3	7.8%	11	28.2%	12	19.3%	9	13.2%
Northwest	4	20%	0	0	9	19.9%	6	15.9%
Southeast	0	0	4	19.1%	4	15.3%	4	28.5%

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	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Southwest	2	15.4%	1	16.7%	15	23.1%	8	25.9%
West	2	14.3%	4	16%	11	23.4%	6	11.5%

Stratified by county size, this data reveals that metro counties will potentially lose 80 percent of their child care workers, 24.7 percent of their caseworkers, and 21.8 percent of their supervisors. Large, medium, and small-sized counties will also sustain significant losses of supervisors, caseworkers, and child care workers.

**Table 10b
Staff Who Plan to Leave the Child Welfare Agency or Child Welfare Field in Two Years by County Size**

	Case Aides		Child Care Workers		Caseworkers		Supervisors	
Metro	12	20.4%	4	80%	55	24.7%	46	21.8%
Large	4	7.6%	14	18.5%	22	21%	12	14.6%
Medium	2	9.6%	9	20.5%	13	25%	7	17.5%
Small	0	0	2	15.4%	6	19.4%	5	21.7%

11. Length of Time Employed as a Service Provider

Respondents were asked how long they had been employed:

- in their current position
- at the agency
- in the field of child welfare, and
- in social services.

In number of years of tenure (mean average), supervisors had more social services work experience (15.83 years) than case aides, child care workers, or caseworkers. Caseworkers had the least amount of time in their current positions (3.19 years), while child care workers had the least amount of time as employees of their agency (6.18 years).

**Table 11
Time As a Service Provider by Employment Category (Mean Years)**

	Case Aides	Child Care Workers	Caseworkers	Supervisors
Employed in Current Position	4.94	4.76	3.19	5.35
Employed at	7.90	6.18	6.27	12.39

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	Case Aides	Child Care Workers	Caseworkers	Supervisors
Agency				
Employed in Child Welfare	8.61	7.50	7.00	14.04
Employed in Social Services	8.69	7.87	8.20	15.83

When examining the years of employment in current position by RTC, it is helpful to include both the mean (average) and mode (most common) number of years. The mean averages the number of years of all the employees in the specific category, but a few individuals with a significant number of years in a position may raise the mean score. Therefore, the mean and mode scores combined provide a more composite image of the present employees in each category.

Interestingly, for a number of categories, the mode was zero, indicating employment was less than one year. For example, for East Central RTC case aides, the mean was 4.6 years of employment, while the mode was zero. This suggests that while some case aides had a significant number of years as a case aide, the most common length of time in this position was less than a year.

Across all categories, the mode was lower than the mean, indicating that all employment categories had some workers with long careers in their present position that raised the mean score above the mode.

**Table 11a
Mean and Mode Years Employed in Current Position by RTC**

Mean Years Employed in Current Position by RTC Mode Scores in Parentheses				
	Case Aides	Child Care Workers	Caseworkers	Supervisors
Central	5.3 (2)	4.5 (1)	3.8 (1)	6.9 (2)
East Central	4.6 (0)	2.7 (1)	3.5 (3)	6.3 (0)*
North Central	1.0 (1)	4.0 (1)	1.9 (1)	3.6 (1)
Northeast	4.6 (0)*	7.2 (5)	3.1 (1)	4.4 (2)
Northwest	7.3 (2)*	0	3.6 (0)*	7.1 (3)
Southeast	3.0 (3)	3.9 (2)	2.6 (2)	6.0 (1)*
Southwest	5.0 (5)	4.1 (0)*	3.2 (1)*	4.0 (1)
Western	2.5 (1)	3.3 (0)	3.9 (1)	6.2 (3)

* Where multiple modes existed, the least years of service are shown.

DISCUSSION:

This data provides the OCWTP with a demographic snapshot of Ohio's professional child welfare staff. Studies of national data were reviewed for comparison. These studies included employees of both state-administered systems and private child welfare agencies, who may have different demographic characteristics than staff who work as county public employees. Ohio is one of only 13 state-supervised, county-administered public child welfare systems in the country. Therefore, the collection of demographic data specific to Ohio staff is necessary.

The most significant conclusions about the demographics of Ohio's child welfare staff are:

- Most caseworkers and child care workers are 25 years old. Most supervisors and case aides are 33 and 30 respectively. The median age for supervisors, child care workers, and case aides is 40. The median age for caseworkers is 33.
- African Americans are more strongly represented on child welfare agency staff than they are in the general population.
- The number of immigrant staff across all four employment categories is small, yet almost 10 percent of caseworkers speak English as a second language. This data has not been collected in the past, therefore it isn't known if the percentage of immigrant staff employed by child welfare agencies has recently changed. Staff may speak English as a second language if their parents were immigrants and spoke a foreign language in the home.
- Overall, the Ohio child welfare work force is well educated. More than 97 percent of caseworkers and 90 percent of supervisors employed in child welfare agencies have college degrees, and most of their degrees are in human services-related fields. However, only 35 percent of caseworkers and 45 percent of supervisors have a social work degree. Few casework staff will be impacted by new legislation mandating that caseworkers have a bachelor's degree in a human services-related field.
- Most supervisors, regardless of county size, from central, northeast, northwest, southwest, and western regions have an LSW, LISW, LPC, or LPCC license. Fewer than half of Ohio's caseworkers have a license, except in the northeast region, where 60.4 percent of caseworkers have licenses.

**THE STATEWIDE TRAINING ASSESSMENT
IV. WORK FORCE CHARACTERISTICS
A. DEMOGRAPHICS**

- Overall, child welfare workers had not been in their current positions very long.
- In six regions, most caseworkers had been in their current positions one year or less.
- In four regions, most supervisors had been in their current positions one year or less.
- In five regions, most child care workers had been in their current position one year or less.
- In four regions, most case aides had been in their current position one year or less.
- Most staff across all four employment categories plan to be employed at the same agency in two years. However, 12.6 percent of case aides, 20 percent of child care workers, 22.6 percent of caseworkers, and 19 percent of supervisors intend to leave the agency or the child welfare field within the next two years.

According to the American Public Human Services Association, state and county child welfare administrators report that the most important actions they must take to recruit and retain qualified staff include: increase staff salaries; improve worker orientation and inservice training; and reduce caseloads and supervisory/worker ratios. The OCWTP has a role to play in the retention of staff through orientation and in-service training. (See Section VIII, *Skill Building and Transfer*, for additional information on agency orientation programs.)