

# Recruitment and Retention Project

## Human Resource

### Web Site

### User's Manual

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Recruitment and Retention Project Human Resource  
Web Site User's Manual

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## A. Introduction

The **Human Resource Recruitment and Retention** web site was created for you to use in order to enter information relevant to the federally funded Recruitment and Retention project. Position control information (e.g., position number, title, worker name, hire date, salary) is the most important data collected for this project. These data will enable us to track and analyze employment patterns of child welfare workers. Each county will have a separate login so that a county can see only its own information. Reports will be made available to the counties at a later date.

A more detailed overview of the project is included in the Informed Consent Agreement beginning on page 12 of this document.

## Overview

The **Human Resource Recruitment and Retention** web site is located at:

<http://sswnt7.sowo.unc.edu/hrform/>

Each time you visit the site you will be required to log-in (we recommend that you do not allow the computer to automatically save your password), review, and agree to participate by clicking on the 'I Agree' button of the Informed Consent Form.

The first step in this process is to enter all child welfare line worker positions at your agency and, if the position is filled, information about the person in that position. Once positions have been entered you can review and update position information on a regular basis; or when something changes (for example, when a worker leaves, a new worker is hired, or a new position is created in your agency). We have designed the form such that the information provided is primarily administrative (factual) data, for example hire date, exit date, education, etc.

If you have comments or questions about using the site, please send them to John Painter at [painter@email.unc.edu](mailto:painter@email.unc.edu) or call (919) 962-6517.

## B. Frequently Asked Questions

1. What if I make a data entry error? Note: **Do not use the “Back Arrow” button to go back and correct an error.** Using the back arrow button to return to a previous page in order to correct a typo or misspelling will cause the data to be entered into the database twice. If data is entered incorrectly, please email or call John Painter at [painter@email.unc.edu](mailto:painter@email.unc.edu), (919) 962-6517. John will make the necessary change directly through the database and you can verify the correction through the web site.
2. What information should I enter in the ‘position title’ field? The ‘Position Title’ is a combination of the formal title of the position, such as ‘Social Worker I’.
3. Do I have to answer all the questions? No, however the more information you can provide the better. There are some fields that are necessary such as the workers’ name and the position number.
4. What if I don’t know the answer to a question? If you don’t know the answer for a date field, for example, you cannot locate the date when a position was created; enter 01/01/1900 so we will know to ignore that date.
5. How do I access the web site? Go to: [sswnt7.sowo.unc.edu/hrform](http://sswnt7.sowo.unc.edu/hrform) we suggest that you add this URL address to your bookmarks.
6. Is special hardware or software required for my computer? The only requirements for using this web site are an Internet connection and browser. You should be able to access the site using the following browsers: Microsoft Explorer version 6.0, Netscape version 7.2, and Mozilla version 1.6
7. Why do I need to login every time? The login provides a layer of security to the web site and confidentiality by ensuring that each county can see just its own information and no other. We recommend that you do not allow your computer to automatically save the password.
8. What should I do if I forget my password? If you forget your password or for security reasons you believe your current password should be changed, please contact John Painter at (919)-962-6517 or [painter@email.unc.edu](mailto:painter@email.unc.edu).
9. What if I don’t know what motivated a worker to leave the position? A list of reasons is presented on the web site and four rating options are presented (‘Not a factor’, ‘Contributing factor’, Major factor, and ‘Don’t know’). If you are not sure about a particular reason for leaving select ‘Don’t know’.

10. How do I enter a part-time permanent position? If you have a part-time permanent child welfare worker position in your agency enter it as you would a full-time position, plus email or call John Painter (919)-962-6517 or [painter@email.unc.edu](mailto:painter@email.unc.edu) so he can make a note of it in the database.
11. Do I enter a position that has been frozen? No, if the position has been frozen do not enter it until it is possible to actually fill the position (i.e., it is “unfrozen”). Otherwise we cannot tell the difference between a position that is unfilled and a position that cannot be filled because it is frozen.
12. What if I do not know or do not feel comfortable entering the last four digits of the social security number? Social security numbers cannot be required by law. We are simply asking for the last four digits of the social to help us make distinctions between people with the same or similar names. If you do not know or are not comfortable entering the last four digits of the worker’s social security number then enter 9999 so we will know it is not a valid number.
13. Should I enter every position that is associated with child welfare? Please enter only line social worker child welfare positions. There is no need to enter supervisors or managers (or Directors).

### C. Information Collected

Below is a list of the information we ask you to enter into the web site. This is intended to help you organize your thoughts and identify personnel records for necessary entering data into the system.

**For each child welfare worker position you should have available:**

- Position number
- Official title
  - Social Worker I
  - Social Worker II
  - Social Worker III
  - Social Worker IV
- Primary area of responsibility of the person in the position
  - Adoption
  - Case Planning & Case Management
  - Child Placement
  - CPS Investigative Assessment / Family Assessment
  - CPS Intake
  - CPS Occasional On Call
  - Family Preservation
  - Family Support
  - Foster Care Licensing
- Date the position was created
- Whether or not the position currently filled.

**For each worker (new or old) you should know:**

- First name, last name, and middle initial
- Last four digits of the social security number
- Email address
- Date hired
- Starting level
  - Trainee,
  - Work-against,
  - Fully qualified
- Previous experience in child welfare
- Education (highest level and area of study)

**When a vacated position is filled the following recruitment information is requested:**

- Number of business days the position was posted
- Total number of applications received for the position
- Number of minimally qualified applicants for the position
- Number of applicants interviewed and their level of qualification (trainee, work-against, fully qualified)

**For temporary workers:**

- Number of temporary employees
- Their FTE (full-time equivalent)

**When a worker leaves a position you should know:**

- Exit date
- Exit salary
- Exit level
- Primary area of responsibility of the person in the position when s/he left that position
  - Adoption
  - Case Planning & Case Management
  - Child Placement
  - CPS Investigative Assessment / Family Assessment
  - CPS Intake
  - CPS Occasional On Call
  - Family Preservation
  - Family Support
  - Foster Care Licensing
- General reason for leaving the position (select one from the following list):
  - Dismissed
  - Laid off / Reduction in force
  - Retired
  - Deceased
  - Promoted within this Agency's child welfare services program (e.g. supervisor)
  - Laterally transferred to another unit within this child welfare services program
  - Transferred to another program (e.g., Adult Services) within this Agency
  - Resigned
- Did the worker leave agency? If so, why (accepted a position at another County DSS, left the profession, etc.)?
- What motivated the worker to leave the position (a list of options is provided)?

## D. Step by Step Data Entry

**1. Position Data Entry Form.** The first time you login to the web site you will automatically see the Position Data Entry Form. This is the only time you will be automatically taken to this screen; subsequent visits will direct you to the Follow-up Position Data Entry Form, which is described in the next section.

The Position Data Entry Form is designed for entering basic information about each Child Welfare line worker position at your agency.

- Position Number – the position control number
- Position Title – the formal title of this position (e.g., Social worker III)
- Job Responsibility – check the primary job responsibility of the worker in this position.
- Date Agency created this position – date the position was created by the Agency. If this information is unknown then enter 01/01/1900.
- Is this position currently filled?
  - ⇒ If ‘yes’, the position is currently filled, you will be taken to a screen where you can enter information about the person currently in that position.
  - ⇒ If ‘no’, the position is not currently filled, you will be given the opportunity to enter another position.
- Do not enter positions that have been ‘frozen’.

### Position Data Entry Form opening screen

*Human Resource Recruitment and Retention Web Site*

Jordan Institute for Families  
at the UNC School of Social Work

Update Positions | Enter Positions | Temporary Employee Info | Log Out

### Position Data Entry Form

Please complete one form for each child welfare social worker position at Gimenez County DSS.

Please enter the position number and title in the spaces below.

Position Number:

Position Title:  Social Worker II, for example

Job Responsibility:

- Adoption
- Case Planning & Case Management
- Child Placement
- CPS Investigation Assessment / Family Assessment
- CPS Intake
- Family Preservation
- Family Support
- Foster Care Licensing
- Independent Living
- Other

Primary job responsibility for the worker in this position

Date Agency Created this Position (mm/dd/yyyy):

Is this position currently filled? (Check one)  Yes  No

Continue

If you are finished entering positions, you may proceed to [Update Temporary Employee Information](#)

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**2. Follow-up Position Data Entry Form.** This is where you will update position control information. Review the information in the table presented in the center of the screen. If a worker has left the agency or a vacant position has been filled click on the Update Position link.

Follow-up Position Data Entry Form: Opening screen

*Human Resource Recruitment and Retention Web Site*

jordan institute for Families  
at the UNC School of Social Work

**Update Positions** | Enter Positions | Temporary Employee Info | Log Out

**Follow-up Position Data Entry Form**

Welcome to the Human Resource Recruitment and Retention study web site. The purpose of this site is to enable us to track child welfare worker turnover. The information you provide here is the most important data that will be collected in the course of the Recruitment and Retention study. Your time and effort in providing this information is greatly appreciated.

A few weeks ago you entered information about the child welfare service positions at Gimenez County DSS. Now we would like you use this form to review that information and update it if it is no longer accurate. Also, please use this form on an ongoing basis to review your agency's personnel information (about every three months we will send you an email reminder), or to make updates whenever there is a change in a position.

Please check each position number and title below. If the person is still in that position or if the position is still vacant there is no need to do anything. If the person has left or the position has been filled, update that information by clicking on the "Update Position" link in the right column.

Position Number	Title	Person in Position	Updated Date	Change in this position?
234-34-345	Social Worker II	Gimenez, Isabel W.	11/17/2004	<input checked="" type="checkbox"/> <a href="#">Update Position</a>
234-45-567	Social Worker III	Painter, Midnight O.	11/17/2004	<input checked="" type="checkbox"/> <a href="#">Update Position</a>
234-56-789	Social Worker III	(Vacant)	11/30/2004	<input checked="" type="checkbox"/> <a href="#">Update Position</a>

If you have checked all of the above positions, you may proceed to either

[Enter New Positions](#)  
or  
[Update Temporary Employee Information](#)

Check the information in this table for accuracy.

If position information needs to be updated, click on the Update Position link.

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Notice the tabs across the top of the screen. Use these tabs to navigate to other parts of the web site. For example, if your agency has created a new child welfare services worker position click on Enter New Positions and you will be taken to the Position Data Entry Form. To update information about temporary workers, click on Update Temporary Employee Information.

If a person has been hired for the vacant position number 234-56-789 Social Worker III, clicking on the [Update Position](#) link will take you to the following screen:

Follow-up Position Data Entry Form: Entering information for a vacant position that has been filled

Human Resource Recruitment and Retention Web Site



Update Positions
Enter Positions
Temporary Employee Info
Log Out

**Follow-up Position Data Entry Form**

Person in Position	Position Number	Title	Last Updated Date
(Vacant)	234-56-789	Social Worker III	11/30/2004

**Provide the following information about the new person in this position.**

Last Name	<input type="text"/>
First Name	<input type="text"/>
Middle Name	<input type="text"/>
Last 4 numbers of SSN	<input type="text"/>
Email Address	<input type="text"/>
Date Hired into Position (mm/dd/yyyy)	<input type="text"/>
Starting Level	<input type="radio"/> Trainee <input type="radio"/> Work-against <input type="radio"/> Fully qualified
Did this person have previous experience in child welfare?	<input type="radio"/> Yes, direct experience <input type="radio"/> Yes, indirect experience (e.g., teacher, day care worker, etc) <input type="radio"/> No
Education: Highest Degree	<input type="radio"/> Bachelor <input type="radio"/> Masters <input type="radio"/> Ph.D. <input type="radio"/> Other <input type="text"/>
Area of study	<input type="radio"/> Social Work <input type="radio"/> Psychology <input type="radio"/> Sociology <input type="radio"/> Other <input type="text"/>

**Please complete the following recruitment information for this position.**

Number of business days this position was posted	<input type="text"/>
Total number of applications received for this position	<input type="text"/>
Number of "minimally qualified" applicants for this position	<input type="text"/>
Number interviewed	<input type="text"/>
Of those interviewed:	
Number qualifying as Trainee	<input type="text"/>
Number qualifying as Work-against	<input type="text"/>
Number qualifying as Fully qualified	<input type="text"/>

This is where you will enter information about the newly hired worker, plus information about the recruitment process such as number of applicants, number interviewed, etc.

Another example of updating position information is when a worker leaves. For example, if Midnight Painter has left the agency clicking on [Update Position](#) link will take the user to the [Follow-up Position Data Entry Form](#) screen. Exit date, exit salary, exit level, job responsibility, and reason for leaving are the basic information. If 'Transferred' is selected questions 2 and 3 will automatically appear, if 'Resigned' is selected only question 3 will appear.

Screen for person leaving child welfare position (update) with additional questions

Human Resource Recruitment and Retention Web Site



Update Positions
Enter Positions
Temporary Employee Info
Log Out

### Follow-up Position Data Entry Form

Person in Position	Position Number	Title	Last Updated Date
Painter, Midnight O.	234-45-567	Social Worker III	11/17/2004

**Enter the following information about the person who just left the position.**

Date Exited Position (mm/dd/yyyy)	<input type="text" value="10/31/2004"/>																																																																	
Exit Salary (per year; e.g. 25,000)	<input type="text" value="30,000.00"/>																																																																	
Exit Level	<input type="radio"/> Trainee <input type="radio"/> Work-against <input checked="" type="radio"/> Fully qualified																																																																	
Job Responsibility	<input type="radio"/> Adoption <input type="radio"/> Case Planning & Case Management <input type="radio"/> Child Placement <input type="radio"/> CPS Investigation Assessment / Family Assessment <input type="radio"/> CPS Intake <input type="radio"/> Family Preservation <input type="radio"/> Family Support <input checked="" type="radio"/> Foster Care Licensing <input type="radio"/> Independent Living <input type="radio"/> Other <input type="text"/>																																																																	
1. When this person left this child welfare services position, was she/he? (Check one)	<input type="radio"/> Dismissed <input type="radio"/> Laid off / Reduction in force <input type="radio"/> Retired <input type="radio"/> Deceased <input type="radio"/> Promoted within this Agency's child welfare services program (e.g. supervisor) <input type="radio"/> Laterally transferred to another unit within this child welfare services program <input checked="" type="radio"/> Transferred to another program (e.g., Adult Services) within this Agency <input type="radio"/> Resigned																																																																	
2. Given this person will no longer be employed with Gimenez County DSS, why did this person leave?	<input type="radio"/> To work in another County DSS in child welfare services <input type="radio"/> To work in another County DSS agency, not in child welfare services <input type="radio"/> To work as a social worker in another organization <input type="radio"/> Left the social work profession (i.e., started a new career) <input type="radio"/> Other <input type="text"/>																																																																	
3. What motivated this person to leave the child welfare services position? For each reason listed below, select the button to indicate the role it played in the decision.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Not a factor</th> <th style="text-align: center;">Contributing factor</th> <th style="text-align: center;">Major factor</th> <th style="text-align: center;">Don't know</th> </tr> </thead> <tbody> <tr><td>Promotion</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Continue their education</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Work closer to home</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Spouse/partner moving</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Pregnant</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Health</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Family reasons</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Physical work conditions (e.g., insufficient office space)</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Excessive caseload</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Low pay</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Personal safety</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> <tr><td>Other</td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td><td style="text-align: center;"><input type="radio"/></td></tr> </tbody> </table>		Not a factor	Contributing factor	Major factor	Don't know	Promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Continue their education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Work closer to home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Spouse/partner moving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pregnant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Family reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Physical work conditions (e.g., insufficient office space)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excessive caseload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Personal safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Personal safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>																																																														
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>																																																														
Has this position been filled? (Check one)	<input type="radio"/> Yes <input type="radio"/> No																																																																	

Questions 2 & 3 appear only if the worker transferred; if resigned then only question 3 appears.

**3. Temporary Employees.** This is where information about use of temporary workers in the agency is entered. There are three questions that should be completed on a monthly basis:

- Does your agency currently use temporary employees to perform child welfare related work?
- How many temporary employees are currently employed to assist with child welfare related activities?
- What is the full time equivalent (FTE) of these temporary employees?

Report of temporary worker data and when last updated.

**Temporary Employees**

Thank you for updating the position information. We now have a few final questions about the use of temporary employees at Durham County DSS.

Last updated on:	Using Temps at that time?	If so, how many?	What was their FTE?
11/29/2004	Yes	4	2.25

Does your agency currently use temporary employees to perform child welfare related work?  Yes  No

How many temporary employees are currently employed to assist with child welfare related activities?

What is the full time equivalent (FTE) of these temporary employees?

## E. INFORMED CONSENT FORM

**Title of Project:** Recruitment and Retention of Child Welfare Workers

**Title of Instrument:** Human Resource Administrative Data Entry Form

**Principal Investigator:** Nancy Dickinson, PhD, 301 Pittsboro Street, CB 3550, Chapel Hill, NC, 27599-3550; (919) 962-6407; Email: ndickins@email.unc.edu

**1. Purpose of the data entry form:** The purpose of this data entry form is to provide information about child welfare worker recruitment and retention. These data are being collected as part of an effort to evaluate an intervention package designed to enhance the ability of North Carolina County Departments of Social Services (DSS) child welfare managers and supervisors to recruit, select, and retain qualified child welfare social workers. The project is funded by the Children's Bureau through September 2008.

Thirty-four county DSS agencies were randomly selected and recruited to participate in this study; then randomly assigned to either the Intervention or Comparison group. In order to understand the effectiveness of this intervention, it is critically important to compare the intervention and control counties in terms of retention and recruitment.

The focus of this effort is to record what happens within each child welfare *position* within your agency over the course of the next four years. This will enable us to understand, for example, how long a position remains filled, and if a person leaves that position when they leave and why; and how long it takes to then hire the replacement.

**2. Procedures to be followed:** Your role is to record child welfare personnel information using a series of online data entry forms. Once the initial data are entered, we would like you to then update this information on an ongoing basis until the end of the data collection period, about June 2008.

We have made every effort to make the forms simple and intuitive by asking for basic factual information such as name, hire date, exit date, exit reason, etc. We anticipate that it will take approximately 5 minutes to enter information that your agency already has on hand about each position initially, then 5 minutes to update information about that position.

Use this web site to review your agency's personnel information on a periodic basis (about every three months we will send you an email reminder), or to make changes whenever there is a change in the position.

**3. Discomforts and Risks:** There are no risks in participating in this research beyond those experienced in everyday life.

**4. Benefits:** The benefits of participating in this study include developing a method for designing a database system for tracking information pertaining to retention and turnover of child welfare workers. This database may make your job easier by providing an easy to use system for collecting and managing information that is already being collected.

**5. Duration/Time:** We anticipate that it will take approximately 5 minutes per position to enter information about each position initially. Following the initial data entry we would like you to return to this site at least once every three months, or whenever there is a change in that position (i.e., a worker leaves or is hired), to verify or update this information.

**6. Statement of Confidentiality:** The personnel data you enter will not be confidential, but will only be used to track retention rates and contact workers via email when it is time for them to take their surveys. Individual counties will not be identified in reports; you and your Director will have access to information entered for your county. The web site is password protected. The database files will reside on a secure server located at the School of Social Work at UNC-Chapel Hill. Periodically the database files will be extracted and converted to an analytical data file that is conducive to statistical analysis and linkage to survey data collected from child welfare staff in stage 2. Names will be removed from the analysis file and replaced with computer generated ID numbers. A file connecting worker names to the ID numbers will be kept off line on a CD in the project director's locked file cabinet.

**7. Right to Ask Questions:** You have the right to ask questions and have those questions answered. The principal investigator, Nancy Dickinson, or the lead evaluator, John Painter, will answer your questions. Nancy can be reached at (919) 962-6407; John can be reached at (919) 962-6517. If you have questions about your rights as a research participant, contact University of North Carolina's Academic Affairs Institutional Review Board at (919) 962-7761.

**8. Compensation:** No individual compensation will be provided. However, participation in this study is considered part of your work time and has been approved by your Director.

**9. Voluntary Participation:** Your participation is voluntary. You can withdraw from the study at any time by simply choosing not to use the data entry form. If you choose not to participate, the research staff will ask the agency director to name another person to enter and maintain this information.

You must be 18 years of age or older to consent to participate in this research study. If you consent to participate in this research study, please click on the "I Agree" link below.

Please print a copy of this consent form to keep for your records.

[I Agree](#)

[I Disagree](#)