DEPARTMENT OF CHILD SAFETY

Quarterly Progress Report
(Filling FTE Positions and Reducing the Inactive)
June 2019

INTRODUCTION

In the spring of 2019, House Bill 2747 was passed that requires the Arizona Department of Child Safety (DCS) to continue this report through June 2020. Previous versions of this report required data be reported on the last day of the quarter of the reporting period. This does not allow the Department time to run data as of the last day of the quarter and still have reasonable time to compile, review and publish this report. This has obliged the Department to report lagging data for the out-of-home (OOH) population and full time employee (FTE) data that is partial for the last month of the quarter.

Additionally, during the third and fourth quarters of state fiscal year 2019 (FY19), DCS has been progressively realigning the five Regions. This action was necessary and driven by several factors. Chief among them were the growth and distribution of the population not only inside Maricopa County but also Pima, Pinal and Yavapai Counties. The logistics of providing case management and services in northern Arizona and other rural areas of Arizona were also a consideration. The implementation of these changes were footnoted in the March 20109 version of this report.

The Department provides most of the data in this report in other published reports; Monthly Operational and Outcomes Report (MOOR), and the Semi-Annual Child Welfare Report. However, those reports provide data *after* the completion of the reporting period ('lagging data') allowing time to ensure data quality. For example, the MOOR provides OOH data 60 days lagging. The changes in realignment meant that the out-of-home data and staffing distribution across offices from previous versions of this report cannot be compared to current data and changes made this quarter impact the caseloads by office. Therefore, the Department will provide preliminary out-of-home data to June for the fourth quarter of FY19. The next report is due in September 2019. DCS will provide updated data that is current through June 2019 and will begin providing this report each quarter for the previous quarter. This will ensure that all data reported will be lagging as of the last day of the previous reporting period.

The Regional realignment resulted in changes in the regional names, reassignment of several counties to new regions; and moving specific sections and units to different regions and/or sections. A map of the new DCS Regions is provided as an attachment to this report (Attachment A).

PROGRESS MADE IN INCREASING THE NUMBER OF FILLED FTE POSITIONS

The Department of Child Safety (DCS) maintains continuous efforts to reduce turnover in order to sustain sufficient staff resources that provide quality services to the children and families it serves. In state fiscal year 2019 (FY19), one of the Department's strategic objectives has been to develop and retain a highly effective workforce by improving employee retention through improved supervision.

In FY19, Governor Ducey signed HB2747 passed by the Arizona State Legislature that approved pay raises for DCS Child Safety Specialists, Case Aides, Program Supervisors, Program Specialists and entry-level administration. This will allow the Department to compete for high quality staff with other agencies and

private entities and retain those employees who have dedicated themselves to protecting children and supporting the Department's mission.

DCS continues its effort improve employee retention by improving supervision. The Department has been developing roles and responsibilities for supervision coaches, developing the standard work, filling coaching positions and developing training. DCS also implemented a hiring selection process and interview guide for new field supervisors and standardized onboarding and on the job training experience for new field supervisors.

DCS HR works closely with local hiring managers to identify candidates based on selective preferences. Since different offices may have different or unique needs, HR's work with managers will help identify candidates who more closely meet the office's needs. HR continues to refine the interviewing process to have candidates interview at the actual site for which they are being considered to diminish confusion for both candidate and hiring manager. These efforts are showing improvements in the process. Additionally, DCS HR has been utilizing career focused social media bulletins, rather than job boards to allow easier sharing among colleagues and individuals in the specific job field.

DCS has developed multiple partnerships with local colleges and universities to attract potential candidates for employment. DCS maintains its partnership with ASU participating in the ASU Title IV-E Strategic Planning Meeting and Quarterly meeting. Additionally, DCS is assisting with implementation of a rural MSW Part-Time program for current employees.

To support DCS Specialists, Supervisors, case aides and other front line staff experiencing secondary trauma, DCS implemented its peer-to-peer support program, Workforce Resilience. This program seeks to enhance a healthy workforce and provide staff a safe and supportive environment when coping with the experiences inherent in child welfare and help address burnout staff may experience.

The Department has been sustaining its active recruitment process to fill all Child Safety Specialist positions. As of May 2019, the Department filled 1,271 (90 percent) of the 1,406 funded positions. DCS funds 236 supervisor positions, 232 (98 percent) of which are filled.

The Department continues its efforts to minimize the overall attrition of all DCS employees. Chart 1 shows the number of DCS Specialist hires for CY 2017 through CY 2019 to date, along with hiring targets. These targets were established against historically observed attrition rates.

DCS Quarterly Progress Report on Reducing the Inactive and Filling FTE
June 2019

Chart 1 – DCS Specialist Hires and Target Trends
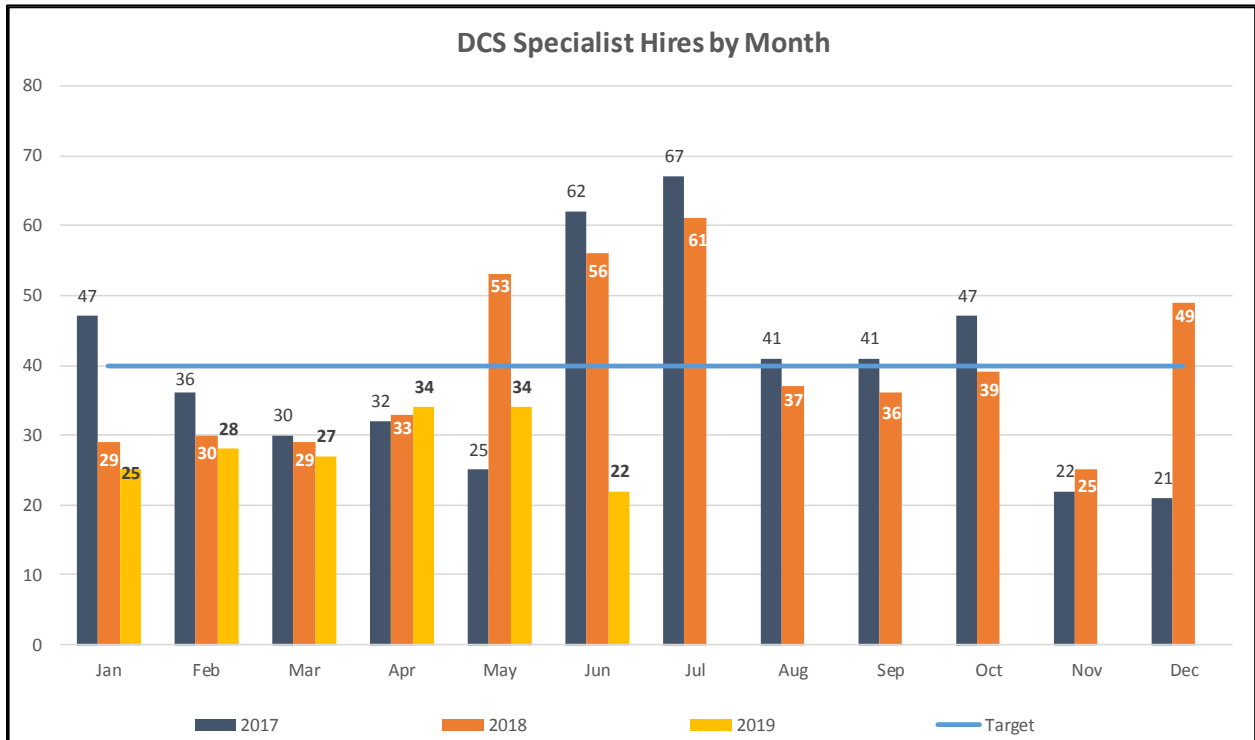
*Data has been updated from prior reporting periods. June data will be updated in future reports as this report is required prior to the end of the reporting period.

Chart 2 shows the Department's reduction in turnover for all employees for CY 2017 through CY 2019.

Chart 2 – All DCS Employee Attrition Trends
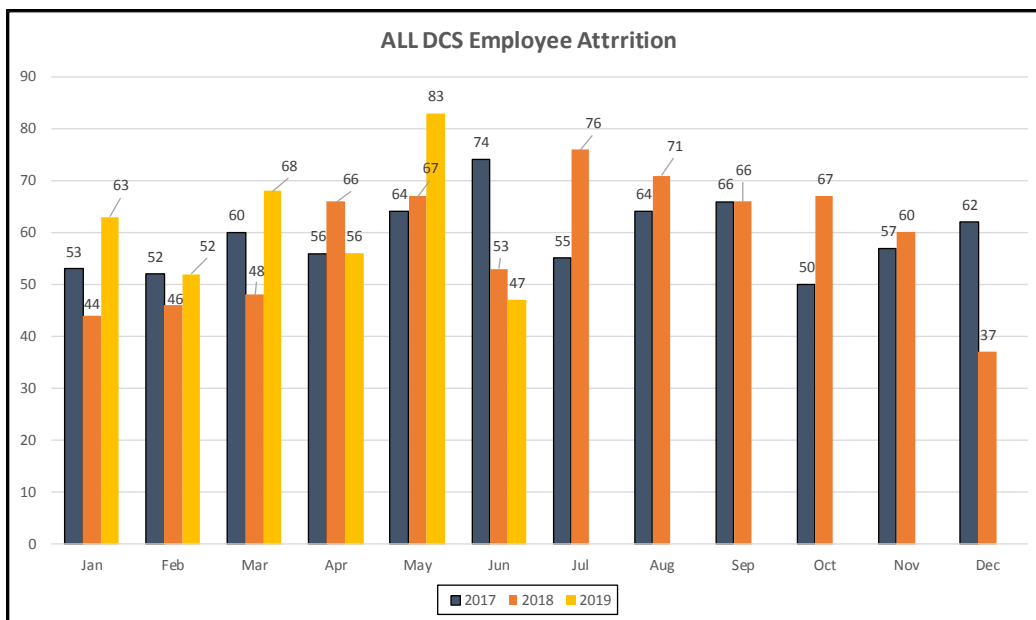
*DCS Employee Attrition for June 2019 will be updated in the next quarterly report.

Chart 3 demonstrates the Department's monthly separation data and monthly turnover rate since March 2016.

Chart 3 – All DCS Employee Monthly Turnover Rate Trends
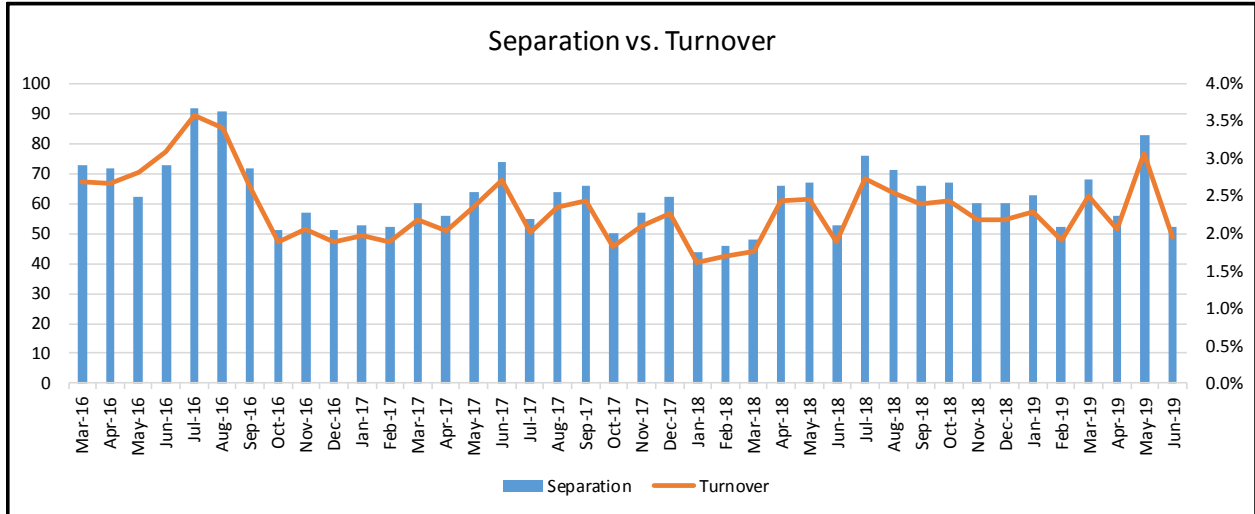
*June 2019 turnover rate data will be updated in the next quarterly report.

PROGRESS MAINTAINING INACTIVE CASES AND IMPROVING CASELOADS

DCS has maintained the inactive cases well below the legislative benchmark of 1,000 since April 2017. Additionally, the Department reduced the number of open reports from 9,611 in December of 2016 to 6,586 in June 2019. The Department has experienced a stabilization in the number of open reports where is has remained below 7,500 since February 2017.

Additionally, DCS HR continues its efforts to hire and place Specialists at a rate equal to or greater than departures from the Department. Sustained staffing levels help contribute to the reduced number of inactive cases, total open reports, and foster care population, the overall caseloads for DCS investigators continue to decline across most offices (see Table 2).

In March 2017, DCS fell below the legislatively required benchmark of 1,000 inactive cases. From a peak of 16,014 in January of 2015, the Department now has only 179 inactive cases as of June 24, 2019, representing a 99 percent decrease. To avoid a return to higher numbers of inactive cases, the Department uses performance management and other elements of the management system to maintain caseload levels. Across the state, sustainment measures include: the implementation of performance management metrics to monitor and control the total number of open reports and the percentage of those reports that are overdue for investigation; and completion and closure and the implementation of leader standard work to ensure routine follow-up.

The Department achieved the benchmark of less than 13,000 open reports six months ahead of the established target date. From a peak of 33,245 open reports in April 2015, the Department reduced that to only 6,586 as of June 24, 2019, representing an 80 percent reduction (see Table 1).

Table 2 – Headcount and Caseload Performance

Region	Section #	Section name	2016 # Open Reports	2016 # In home cases	2016 # Out-of-Home Children	Q3 Investigators	Q3 Case Managers	Q3 # Open Reports	Q3 # In home cases	Q3 # Out-of-Home Children	Q3 Investigation per worker	Q3 In Home per worker	Q3 Out of Home per worker	Region	Section #	Section name	Q4 Investigators	Q4 Case Managers	Q4 # Open Reports	Q4 # In home cases	Q4 # Out-of-Home Children [2]	Q4 Investigation per worker	Q4 In Home per worker	Q4 Out of Home per worker
Central (10)	0, 1	Apache Junction/Kearney	576	---	601	17	17	197	---	477	11	---	27	Maricopa-East (10)	n/a	Moved to Northwest under realignment	---	---	---	---	---	---	---	---
	2	Casa Grande/Coolidge	834	---	688	18	18	145	---	457	8	---	25		n/a	Moved to Northwest under realignment	---	---	---	---	---	---	---	---
	3	Osborn	1005	---	542	19	19	327	---	585	17	---	31		3	Osborn	19	19	318	---	514	17	---	27
	4	In Home	17	495	111		37	33	562	24	1	15	1		4	In Home	---	39	6	436	23	0	11	1
	5	Mesa	1423	---	615	20	20	229	---	414	12	---	21		5	Mesa	18	18	317	---	514	17	---	28
	6	Gilbert	1236	---	824	20	20	292	---	362	15	---	18		6	Gilbert	18	18	231	---	475	13	---	26
	7	Tempe	1786	---	913	20	20	270	---	498	14	---	25		7	Tempe	20	20	336	---	597	17	---	30
	8	South Mountain	1493	---	663	16	16	447	---	567	27	---	34		8	South Mountain	16	16	522	---	488	33	---	31
	9	North Central	1522	---	775	17	17	208	---	498	12	---	30		9	North Central	18	18	287	---	378	16	---	21
	10	University	2	---	1520		42	---	---	1484	0	---	35		10	Permanency - South Mountain	0	41	---	---	1514	0	---	37
Pima (20)	1	Eastside Loop	980	49	342	16	20	181	---	223	11	---	11	South (20)	1	Eastside Loop	13	14	156	---	226	12	---	16
	2	Oracle	227	27	398	11	21	125	---	248	11	---	12		2	Tucson North - Oracle	12	12	128	---	256	11	---	22
	3	Country Club	132	18	370	9	18	133	---	269	14	---	15		3	Tucson South - Valencia	12	12	139	---	321	11	---	26
	4	Oracle	126	19	313	7	13	211	---	141	31	---	11		4	Tucson Midtown - Oracle	11	11	235	---	186	22	---	17
	5	Madera A	599	39	164	20	10	161	---	187	8	---	18		5	Madera A - 4th Ave.	15	15	155	---	173	10	---	12
	6, 0	AHIT/Adoptions	7	0	555	---	31	7	---	537		---	17		6	Permanency - Alvernon	0	28	---	---	587	---	---	21
	7	22nd/Alvernon	326	53	379	9	17	180	---	215	21	---	13		7	Alvernon	15	15	166	---	239	11	---	16
	8	Santa Cruz				7	---	102	---	---	15	---	---		8	Cochise County	12	12	130	---	205	11	---	17
	9	Madera B	174	15	312	11	20	170	6	244	16	0	12		9	Madera C / Nogales	15	15	190	0	302	13	0	20
	10	Alvernon	82	0	340	0	29	8	196	149	0	7	5		10	Alvernon	0	29	19	198	94	0	9	3
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		11	Yuma	12	12	134	39	266	12	13	23
Northern (30)	1	Prescott/Prescott Valley	266	---	398	12	12	201	38	283	16	3	23	Northwest (30)	1	Prescott/Prescott Valley	12	12	168	5	194	14	0.4	16
	2	St. Johns/Winslow/Show low	127	---	188	11	11	60	12	192	5	1	17		n/a	Moved to Northeast under realignment	---	---	---	---	---	---	---	---
	3	Flagstaff/Page/Cottonwood/Fredonia	200	---	220	6	12	78	---	138	13	---	12		3	Coconino County / Cottonwood	10	10	150	51	271	14	5	26
	4	Bullhead City/Lake Havasu	176	---	399	8	15	119	39	320	15	3	21		4	Bullhead City/Lake Havasu	12	12	155	45	324	13	4	27
	5, 00	Kingman	198	---	132	7	15	66	8	448	9	1	31		5	Kingman	9	17	87	9	457	10	1	27
Southeast (40)	1	Benson, Douglas, Nogales, SV	254	30	245	1	2	9	5	56	7	2	23	Northeast (40)	n/a	Moved to South under realignment	---	---	---	---	---	---	---	---
	2	SV, Safford	645	34	169	3	6	2	30	180	1	5	29		n/a	Moved to South under realignment	---	---	---	---	---	---	---	---
	3	Globe, Payson	383	14	119	5	5	69	20	103	14	4	21		3	Globe / Payson / Safford	7	13	96	21	164	15	2	13
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		4	St. Johns/Winslow/Show low	4	9	56	21	200	13	2	23
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		5	Apache Junction/Kearney	15	15	156	34	516	10	17	33
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		6	Casa Grande/Coolidge	17	17	159	36	458	9	18	26
Southwest (50)	0, 1	AHIT	483	---	4	18	---	1	---	1	0	---	0	Maricopa-West (50)	1	AHIT	19	---	0	---	3	0	---	0.2
	3	In Home	44	---	101	2	39	33	617	35	17	16	1		3	In Home	0	37	18	656	42	0.5	18	1
	4	Thunderbird	937	---	774	19	19	273	---	533	14	---	27		4	Thunderbird	19	19	230	---	524	12	---	27
	5	Peoria	1999	---	839	17	17	277	---	476	16	---	27		5	Peoria	17	17	266	---	414	16	---	25
	6	Glendale/Durango	1558	---	584	17	17	307	---	390	18	---	22		6	Glendale/Durango	16	16	198	---	419	13	---	27
	7	Avondale/Advocacy	614	---	804	21	21	252	---	592	12	---	28		7	Avondale/Advocacy	18	18	291	---	533	17	---	30
	8	Adoptions	0	---	1667	---	42	---	---	1258	0	---	30		8	Permanency	---	41	---	---	1299	---	---	32
	9	Yuma, Parker, Summerton	347	---	418	13	13	153	---	285	12	---	22		n/a	Moved to Pima under realignment	---	---	---	---	---	---	---	---
	12	West 101	953	---	670	18	18	310	---	534	17	---	29		12	West 101	22	22	232	---	622	11	---	29
	13	Pinnacle Peak	597	---	713	17	17	137	---	373	8	---	22		13	Pinnacle Peak	19	19	176	---	396	9	---	21
105, 106, Other	various	OCWI, GH/FH, Other	370	---	48	69	---	781	---	65	11	---	---	105, 106 - Other	various	OCWI, GH/FH, Other	64	---	679	---	71	11	---	---
Totals			22,698	793	18,917			6,554	1,533	13,841									6,586	1,551	14,265			

Footnotes

- FTE reporting for March 31,2016: The process of reporting FTE, in particular the specific section assignment of trainees, was not yet established in March 2016. As a result, the FTE counts for that period are not available since they do not match the information on the total number of filled FTE positions as is required by the monthly hiring report.
- Number of open reports is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.
- As of Q1 FY2019, Specialists in a trainee status are accounted for in FTE figures in each section with an equal distribution of 66% caseload.

Table 2 Footnotes (con't.)

- Out-of-home population figures are directly from the Monthly Out-of-Home Care run for the Monthly Outcome and Operational Report (MOOR) which is a lagging 60 day metric.

- In Home cases are based on a hand count of cases actively managed in each respective Region. March 2016 values for Northern Region are not available given that the Region counted the number of children and not the number of cases.

- In Home case figures were not hand counted in Southwest Region in March 2016. The hand count only included total child count.

- In Home cases assignments differ Regionally. Central and Southwest Regions employ specific in-home units who manage in-home cases only, while Northern, Pima and Southeast Regions have mixed units that may carry in-home or out-of-home cases.

- FTE assignments to investigations or case management are based on assignment of 50% investigative and 50% ongoing in Central, Northern and Southwest Regions. Pima and Southeast Regions and certain Northern Region sections employ a distribution of 34% Investigations and 66% ongoing.

- As of Q1 FY2019, Specialists in a trainee status are accounted for in FTE figures in each section with an equal distribution of 66% caseload.

[1] During Q3 and Q4 of FY2019, DCS began realignment of regional offices. Select units from the Southeast Region were moved to the Pima Region, from the Northern Region to the Southeast Region, from the Southwest Region to the Pima Region and from the Central Region to the Southeast Region. These changes reflect Yuma and Cochise Counties moving to Pima Region. Pinal, Apache and Navajo County being combined with Graham, Greenlee, and Gila Counties as part of a regional realignment of Southeast Region. Additionally there were units moved across sections (offices) within the same Region. This included assigning sections to the previously inactive Section 8 in the Pima Region. In Q4, a new section (11) was added to Pima Region. Additionally, Northern Region changes include reassigning Section 03 in home cases to Section 01 and moving Section 2 to the Southeast Region. A map of the new Regional realignment is included in this edition of this report.
Effective 7/1/19, Regional names will change and are described below and captured in the table above:

CURRENT NAME	NEW NAME
Central Region	Maricopa-East Region
Southwest Region	Maricopa-West Region
Northern Region	Northwest Region
Southwest Region	Northeast Region
Pima Region	South Region

[2] Out-of-Home data for the fourth quarter of FY19 is preliminary and will be updated in the next Quarterly Progress Report on September 30, 2019.

Attachment A

ARIZONA
DEPARTMENT
of CHILD SAFETY
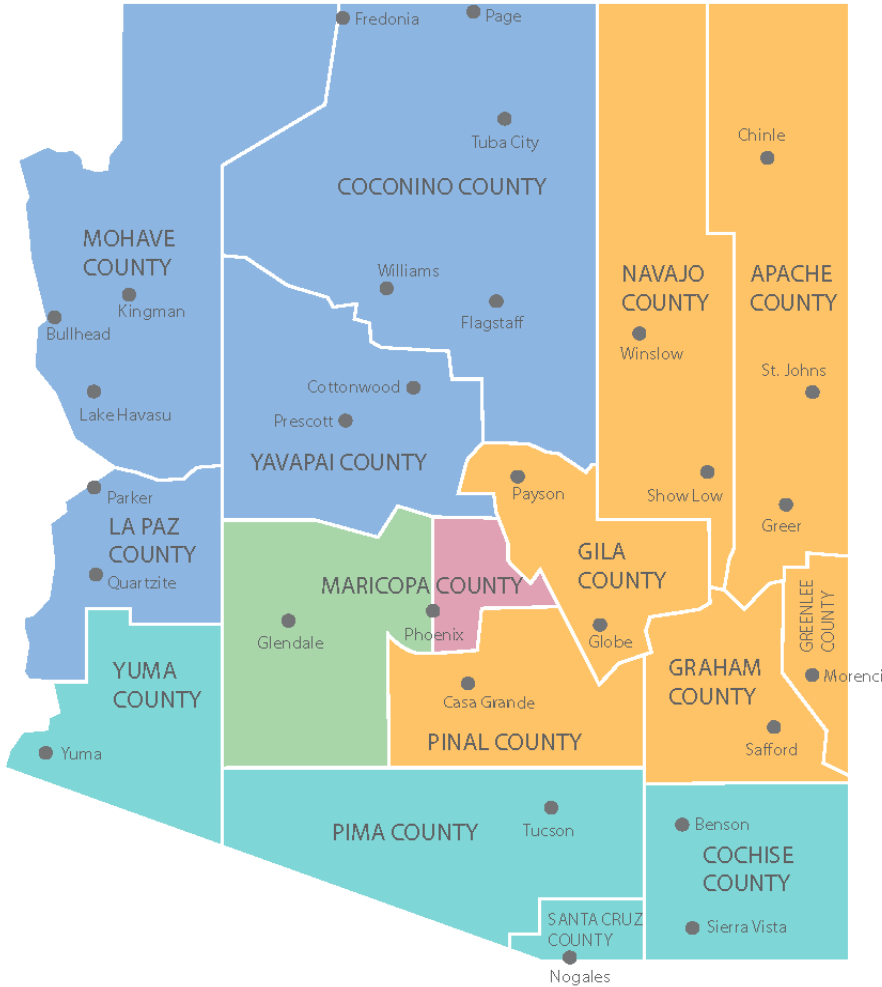
Regional Map

NORTHWEST REGION

Coconino, Mohave, La Paz Counties

NORTHEAST REGION

Apache, Graham, Greenlee, Gila and Pinal
Counties

MARICOPA - WEST

Maricopa County - West of 7th Avenue

MARICOPA - EAST

Maricopa County - East of 7th Avenue

SOUTH REGION

Cochise, Pima, Santa Cruz, and Yuma Counties

OFFICE OF CHILD WELFARE INVESTIGATIONS

Maricopa and Pima Counties

CHILD ABUSE HOTLINE-1-888-SOS-CHILD

1-888-767-2445

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