



## DEPARTMENT OF CHILD SAFETY

### Quarterly Progress Report (Filling FTE Positions and Reducing the Backlog) September 2017

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#### **PROGRESS MADE IN INCREASING THE NUMBER OF FILLED FTE POSITIONS**

The Department continues its efforts to reduce turnover in order to sustain sufficient staff resources that provide quality services to the children and families it serves. In fiscal year 2017, the Department identified a strategic objective to improve performance and quality of services through employee retention. Several key actions were identified and have been implemented, including realignment of pay structure and job classification for the DCS Specialists; improvements to CORE training curriculum and improving the onboarding experience of all new DCS employees. These enhancements also include coaching of all case carrying staff and supervisors, and the development of general management and leadership skills for supervisors and managers.

DCS Human Resources (HR) conducts routine planning and information sharing meetings between Executive management, the Regional Program Administrators and HR Managers to help ensure initiatives are communicated clearly, carried out with accountability and to remain informed about the needs and challenges experienced at local DCS offices. Additionally, recruitment and retention data is tracked and reviewed bi-monthly. Action plans are developed when areas of concern are identified through this tracking process.

The Department has been sustaining its active recruitment process to fill all Child Safety Specialist positions. As of August 2017, the Department had filled 1,338 (95%) of the 1,406 funded positions. DCS funds 231 supervisor positions, 96% of which are filled. The breakdown of funded supervisor positions by Region and the Hotline are as follows: Hotline-13, Central-70, Pima-51, Northern-23, Southeast-9, and Southwest-65. The Department is actively recruiting to fill the vacant supervisor positions, which will further reduce the DCS Specialist to supervisor ratio.

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

DCS Human Resources (HR) continues working with Arizona State University, Northern Arizona University, and DCS Office of Procurement and Contracts to monitor students in the Title IV-E University child welfare program, from 2014 to present, related to their tenure with the Department. DCS HR created a tracking system outlining the percentage of students completing the program and students leaving prior to completing their contractual obligation.

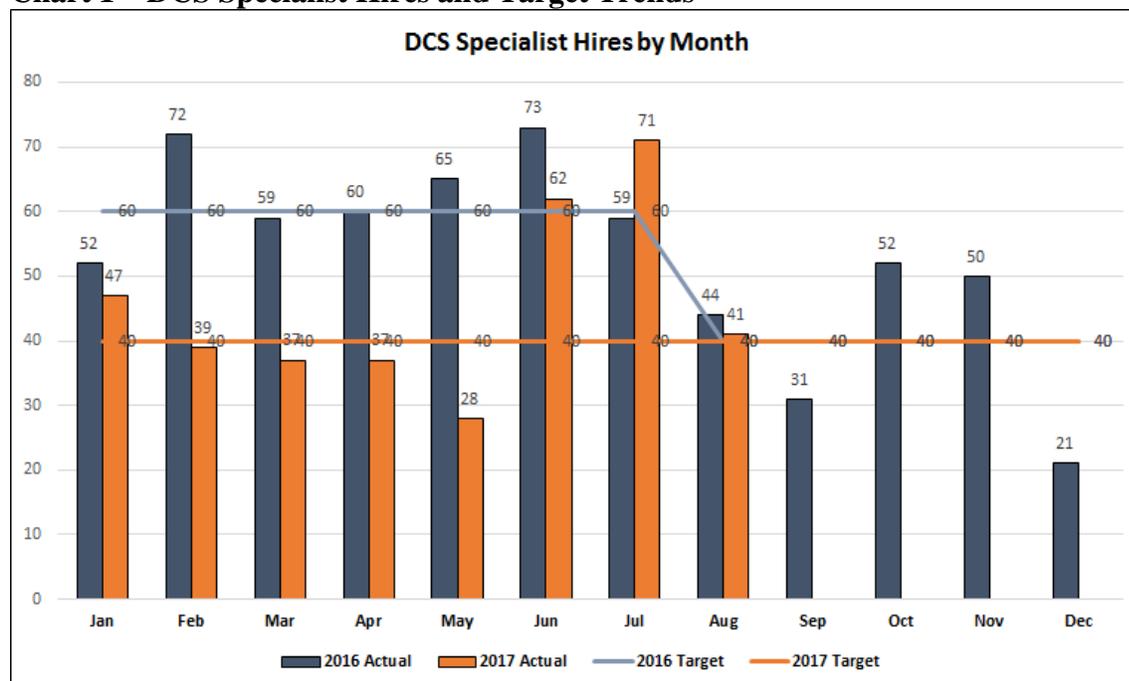
DCS HR continues to strive to achieve a goal of 40 new hires per month; contacting all applicants immediately upon receipt of the initial application, sending recruitment packets via email to speed

up the transmission of information, conducting follow up emails or phone calls to applications to obtain missing or incomplete information, scheduling the new hire interview immediately upon receipt of the complete application, and adding an additional staff member to assist in completing background reference checks. To ensure continuous quality assurance, DCS HR implemented consistent monitoring of the number of new hires that leave DCS within the first year to allow future analysis of this information.

The Department has been utilizing the Predictive Index (PI) Behavior Assessment for DCS Specialists candidates since November 2016 as a pilot to establish behavioral requirements for the DCS Specialist position. This will improve the selection process, identification of the most suitable candidates and improve retention over time. The PI is a reliable resource for predicting performance potential in new hires. The assessment gathers information about the applicant’s self-awareness, confidence, interpersonal relationships, self-concept, etc. The assessment also provides a list of characteristics to the position in the following areas: pace and variety of activities, focus, decision-making, communication and collaboration and delegation and leadership styles. As of March 14, 2017, all candidates for the DCS Specialist position began receiving a link to complete the PI. The Predictive Index is available, upon request of the hiring supervisor/manager, for all job classifications. Additionally, the Department currently requires DCS Specialist applicants to view a Realistic Job Preview (RJP) video, which includes core areas highlighted in child welfare research. This helps to ensure alignment of applicants’ expectations with the requirements of the job.

The Department continues its efforts to minimize the overall attrition of all DCS employees. Chart 1 shows the number DCS Specialist hires for CY 2016 and 2017 to date along with hiring targets established against attrition rates historically observed.

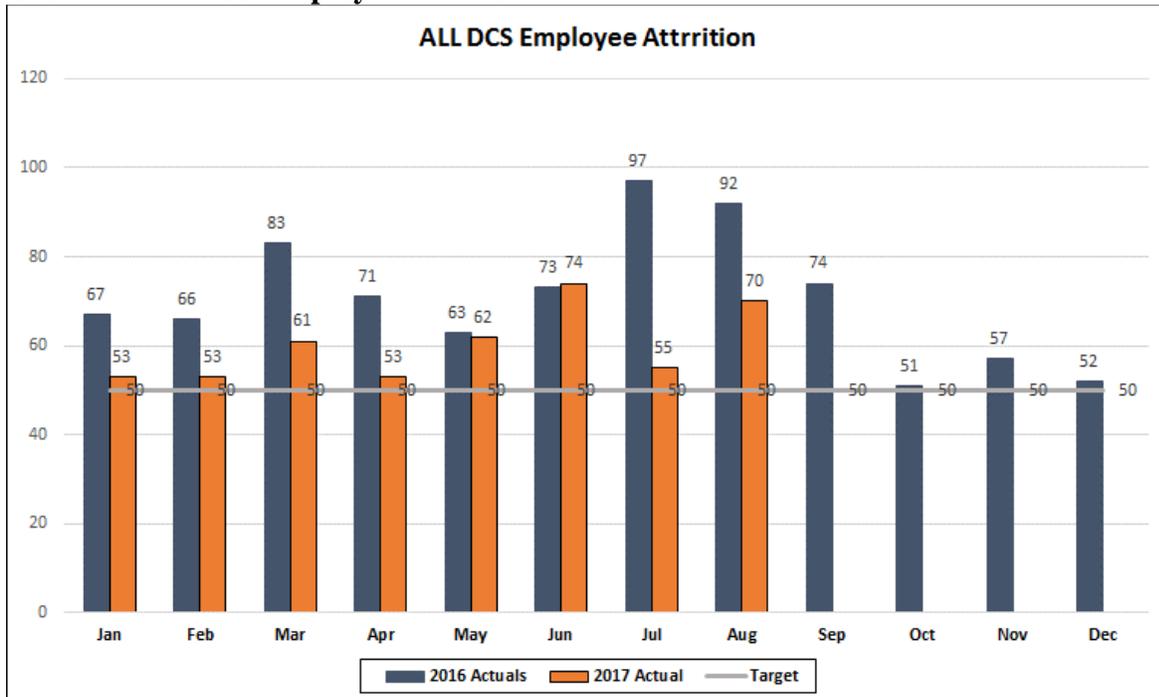
**Chart 1 – DCS Specialist Hires and Target Trends**



\*Data has been updated from prior reporting periods.

Chart 2 shows the Department’s significant improvements in reducing turnover for all DCS employees for CY 2016 and CY 2017.

**Chart 2 – All DCS Employee Attrition Trends**



\*DCS Employee Turnover is not available for the month of September at the time this report was due and will be updated in the next quarterly report. Data has been updated from prior reporting periods.

**PROGRESS MAINTAINING INACTIVE CASES AND IMPROVING CASELOADS**

During the fourth quarter of FY 2017 and continuing into the first quarter of FY 2018, the Department’s historical activities and initiatives across the state to reduce the backlog continued in its effort to maintain the backlog well below the legislatively required benchmark of 1,000. Additionally, the Department has reduced the number of open reports from 13,477 in September of 2016 to 6,444 in September 2017. In March 2017, the Department experienced a stabilization in the number of open reports where it has remained between 5,600 and 6,600 for the past six months.

Additionally, the DCS HR continues its efforts to hire and place Specialists at a rate equal to or greater than departures from the Department. As a result of the sustained staffing levels, reduced number of backlog inactive cases and total open reports, and reduced foster care population, the overall caseloads for DCS investigators have reduced this quarter (see Table 3). It is important to note that the Department realigned several units in the Central and Southwest Regions.

In March 2017, DCS fell below the legislatively required benchmark of 1,000 backlog cases. From a peak of 16,014 in January of 2015, the Department now has only 212 backlog cases as of

September 25, 2017, representing a 99 percent decrease. To avoid a return to higher numbers of backlog cases, the Department uses performance management and other elements of the management system to maintain caseload levels since March 2017 when it hit the legislative benchmark. 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, and the implementation of leader standard work to ensure routine follow-up. Additionally, focusing on achieving report closure in 60 days will prevent future backlog growth.

Although completed, DCS used selected assistance work teams and Regional action plans, while leveraging provider partnerships and maintaining weekly performance huddle calls to maintain progress and performance accountability. As a result of these efforts, 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 has reduced that to only 6,444 open reports as of September 25, 2017 representing an 81 percent reduction (see Table 2).

### **PROGRESS MADE REDUCING THE OUT-OF-HOME POPULATION**

As a result of the emphasis on backlog elimination and increased family engagement, the Department has achieved a reduction in the out-of-home foster care population. The Department continues to realize progress in the first quarter of SFY 2018, reducing the out-of-home foster care population by 3.55 percent (601 children) from the previous quarter (see Table 2). The progress made since the baseline period of March 31, 2016 is a 14.3 percent reduction (2,728 children). The reduction of the foster care population can be attributed to several key factors: slowing of the entry rate and sustained performance in children exiting care.

The reduction in the number of children entering the out-of-home care can be attributed to several factors. These include, but are not limited to, the additional standardized process tools including supervisory administrative and case progress review checklists, as well as standardized safety discussions guides. Improved response times also contributes to the reduction of children entering care as this enables Child Safety Specialists to make decisions that will help support families, provide services in a timely manner and avoid entry into care.

Through the continued application of monthly clinical staffings on reunification cases using a standardized process, ongoing workers have been able to maintain the rate of children exiting care. Through these standard process activities, paired with the continued to use of cursory case reviews and Fostering Sustainable Connections (the Title IV-E Waiver demonstration project), the Department seeks to continue realizing safe and sustainable out-of-home care population reductions.

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**Table 2 – Benchmark Performance**

	Q1FY17	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18	Q3FY18	Q4FY18
<b>Backlog Cases</b>								
<i>Benchmark (less than)</i>	10,000	7,000	4,000	1,000	1,000	1,000	1,000	1,000
<i>Actual</i>	4,790	2,854	746	354	212			
<b>Backlog Case by disposition</b>								
<i>Investigation Phase</i>	4,554	2,671	633	222	125			
<i>In-Home Cases</i>	222	160	99	111	77			
<i>Out-of-Home Cases</i>	14	23	14	21	10			
<b>Number of Open Reports</b>								
<i>Benchmark (less than)</i>	---	---	---	13,000	13,000	13,000	13,000	13,000
<i>Actual</i>	13,477	9,611	6,610	5,644	6,444			
<b>Number of Out-of-Home Children</b>								
<i>Benchmark (less than)</i>	---							17,500
<i>Benchmark (% reduction)</i>			2%	2%	2%	2%	2%	2%
<i>Actual</i>	18,183	17,936	17,174	16,917	16,316			
<b>Footnotes</b>								
- Number of open reports is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.								
- Number of inactive cases is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.								
- Out-of-home population figures are directly from the 20th of the Month Tigger which is a lagging 60 day metric.								

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Table 3 – Headcount and Caseload Performance

Region	Section #	Section name	Workload			FTE		Workload					FTE		Workload				
			# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigators	Case managers	# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigation (reports per worker)	In Home (cases per worker)	Out of Home (children per worker)	Investigators	Case managers	# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigation (reports per worker)
10 - Central	0, 1	Apache Junction/Kearney	576	0	601	13	13	218	617	16	46	14	14	177	617	12	0	43	
	2	Casa Grande/Coolidge	834	0	688	16	16	230	627	14	39	17	17	196	606	12	0	36	
	3	Osborn	1005	0	542	14	14	112	588	8	41	16	16	141	603	9	0	38	
	4	In Home	17	495	111		31	21	502	7	0	0	31	30	453	8	1	15	0
	5	Mesa	1423	0	615	18	18	216	605	12	33	17	17	195	606	12	0	36	
	6	Gilbert	1236	0	824	19	19	163	629	9	33	17	17	218	557	13	0	33	
	7	Tempe	1786	0	913	20	20	288	639	14	32	19	19	308	603	16	0	32	
	8	South Mountain	1493	0	663	16	16	220	681	14	43	19	19	206	694	11	0	37	
	9	North Central	1522	0	775	15	15	248	501	17	34	14	14	303	487	21	0	34	
	10	19th Avenue	2	0	1520		39	0	1626	0	41	0	38	0	1548	0	0	41	
20-Pima	1	East Broadway	980	49	342	19	24	193	303	10	2	18	23	210	37	287	12	2	12
	2	Wetmore	227	27	398	11	21	207	448	19	2	11	22	177	32	407	15	1	18
	3	Country Club	132	18	370	11	22	66	407	6	1	10	19	100	54	329	10	3	17
	4	Wetmore	126	19	313	11	22	191	252	17	1	12	23	135	23	275	12	1	12
	5	Madera A	599	39	164	11	21	208	335	19	0	11	22	128	0	253	11	0	12
	6,0	AHIT/Adoptions	7	0	555	5	27	4	658	1	0	4	0	6	0	682	2	0	0
	7	22nd/Alvernon	326	53	379	10	22	102	309	10	1	10	19	106	26	328	11	1	17
	9	Madera B	174	15	312	10	20	114	248	11	3	10	20	111	47	229	11	2	12
	10	Alvernon	82	0	340	5	5	37	65	7	0	10	18	41	0	69	4	0	4
	30- Northern	1	Prescott/Prescott Valley	266	---	398	13	13	205	252	16	1	12	12	248	44	242	21	---
2		St. Johns/Winslow/Show low	127	---	188	8	8	55	321	7	2	6	9	78	8	325	14	---	36
3		Flagstaff/Page/Cottonwood/Fredonia	200	---	220	11	11	129	153	12	0	8	8	116	13	151	14	---	18
4		Bullhead City/Lake Havasu	176	---	399	8	8	162	313	20	1	7	12	136	32	303	19	---	25
5,00		Kingman	198	---	132	11	11	91	304	9	1	11	11	106	31	313	10	---	30
40- Southeast	1	Benson, Douglas, Nogales, SV	254	30	245	6	11	20	188	4	0	6	6	163	13	112	27	2	19
	2	SV, Safford	645	34	169	5	10	178	197	34	1	5	9	62	14	263	13	2	29
	3	Globe, Payson	383	14	119	3	5	46	110	18	2	4	8	59	5	96	14	1	12
50- Southwest	0, 1	CHILDHELP Advocacy	483	0	4		0	0	1	0	0	0	0	1	0	0	0	0	0
	3	In Home	44	---	101		38	36	27	1	13	0	49	38	449	23	1	14	4
	4	Thunderbird	937	0	C	19	19	238	573	12	30	18	18	257	560	14	0	30	
	5	Peoria	1999	0	839	19	19	286	623	15	33	17	17	287	563	17	0	33	
	6	Glendale/Durango	1558	0	584	23	23	330	629	14	27	20	20	424	636	21	0	32	
	7	Avondale/Advocacy	614	0	804	19	19	183	631	10	33	19	19	211	558	11	0	30	
	8	Adoptions	0	0	1667		42	0	1559	0	37	0	39	0	1572	0	0	40	
	9	Yuma, Parker, Summerton	347	0	418	16	16	112	436	7	27	15	15	160	420	11	0	29	
	12	West 101	953	0	670	17	17	288	582	17	35	17	17	320	559	19	0	33	
13	Pinnacle Peak	597	0	713	17	17	227	431	13	26	16	16	201	384	13	0	24		
9, 105 - Other	various	Various	370		48			220	42					789		48			
Totals			22698	793	18143			5644	1268	16917				6444	1281	16316			

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.
- Number of inactive cases is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.
- Trainees are accounted for in FTE figures in each section with an equal distribution of 20% caseload.
- Out-of-home population figures are directly from the 20th of the Month Tigger which is a lagging 60 day metric.
- In Home cases are based on a handcount of cases actively managed in each respective Region. March 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 handcounted in Southwest Region in March 2016. The handcount only included total child count.
- In Home case 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 and/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 employ a distribution of 34% Investigations and 66% ongoing.
- Southwest Region Section 3 manages both in home cases and permanency planning units. The workload distribution is based on one unit of Permanency Planning Specialist and the remaining Specialist assigned to In Home.