



## DEPARTMENT OF CHILD SAFETY

### Quarterly Progress Report (Filling FTE Positions and Reducing the Inactive) September 2018

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#### **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 is to develop and retain a highly effective workforce by improving employee retention through improved supervision.

DCS identified several key actions in FY17 and FY18, which were implemented. These included realignment of pay structure and job classification for the DCS Specialists; improvements to Core Training curriculum; improving the onboarding experience of all new DCS employees; and the development of general management and leadership skills for supervisors and managers.

For FY19, DCS aims to further its efforts to improve employee retention by improving supervision. This will include objectives to implement infrastructure and tiered accountability for a supervisor coaching model and to define and implement a "Day 1 as a New Supervisor" training.

DCS has been able to fully staff Intake (Child Abuse Hotline) Specialists. DCS HR continues to target recruitment efforts at the local office level for DCS Specialist vacancies as compared to historical practices of posting for a specific city or county. This will help identify candidates who can work in their community and aims to improve the candidates experience because applicants are applying for the office location in which they prefer to be placed.

DCS HR has been working 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. It is important to note that exit surveys completed by Child Safety Specialist when they leave employment with DCS continue to reveal that low pay is a key reason for their decision to leave. Currently, Child Safety Specialist starting pay is \$33,000 annually.

DCS HR, in collaboration with DCS Communications, created a new recruitment [video](#) and posted it on the [DCS website](#) for applicants to view prior to interviewing. This video provides an overview of the job experience with an inspiring message of hope that Specialists can bring to children and families in their role. This video has been viewed more than 75,000 times on the DCS Facebook account since it was posted in May 2018. In addition to various recruitment activities in the community, DCS participated in the University of Arizona career fair in order to market DCS as a preferred employer.

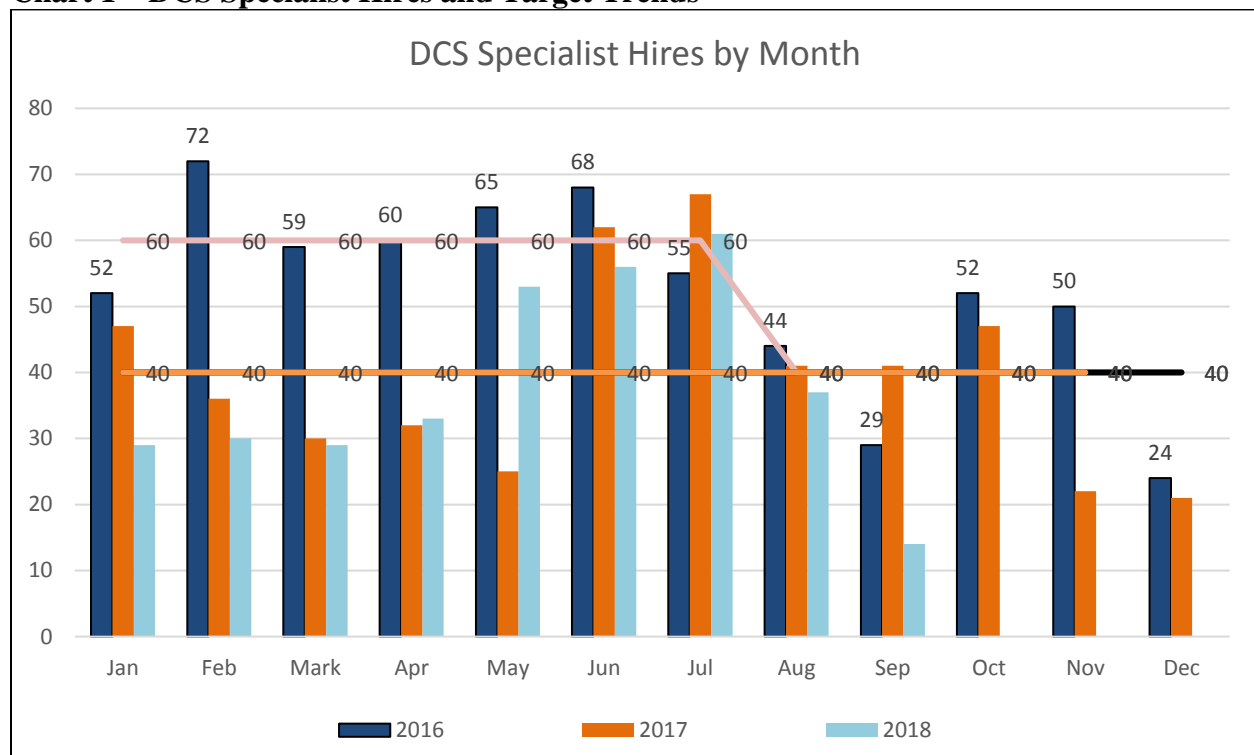
The Department has been sustaining its active recruitment process to fill all Child Safety Specialist positions. As of August 2018, the Department filled 1,337 (95 percent) of the 1,406 funded

positions. DCS funds 236 supervisor positions, 226 (96 percent) of which are filled. The breakdown of funded supervisor positions by Region and the Hotline are as follows: Hotline-15, Central-70, Pima-51, Northern-23, Southeast-9, Southwest-65 and the Placement Unit-3. The Department is actively recruiting to fill the vacant supervisor positions, which will further reduce the DCS Specialist to supervisor ratio, which is 1:6 as of August 2018.

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, 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 continues its efforts to minimize the overall attrition of all DCS employees. Chart 1 shows the number of DCS Specialist hires for CY 2016 through CY 2018 to date, along with hiring targets. These targets were established against historically observed attrition rates.

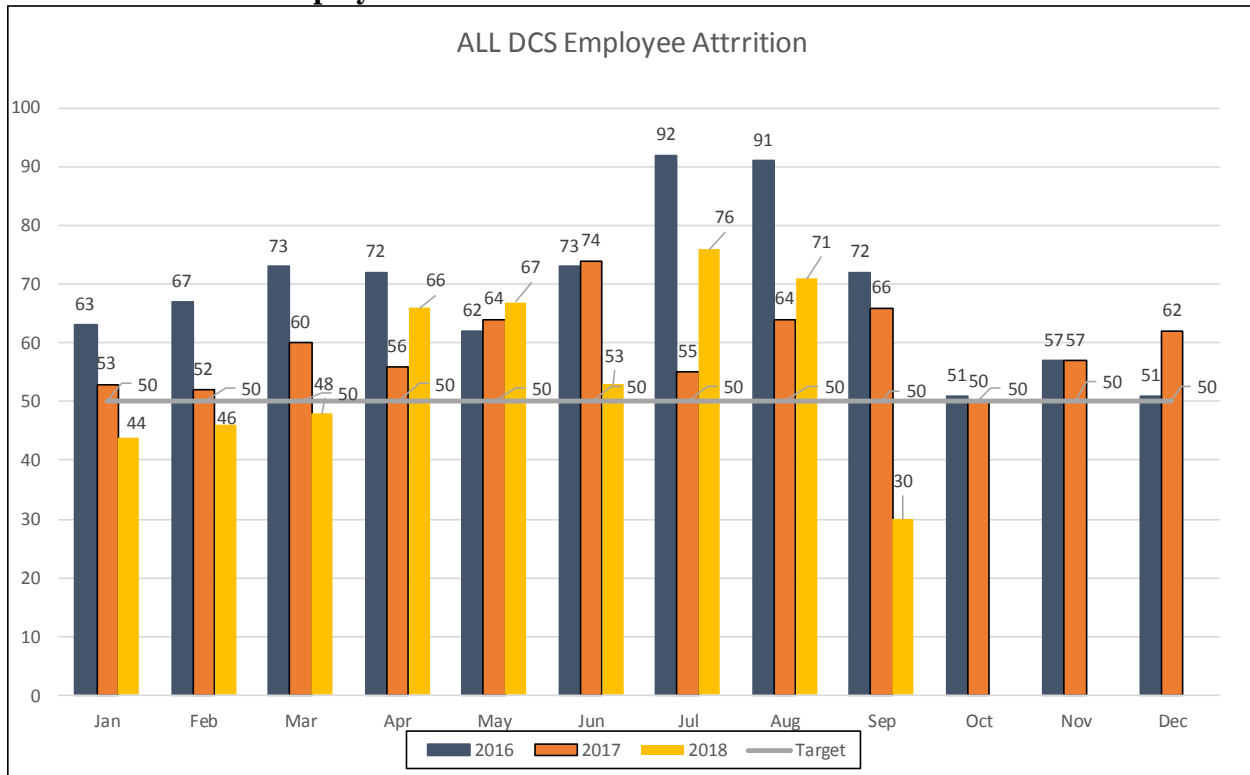
**Chart 1 – DCS Specialist Hires and Target Trends**



\*Data has been updated from prior reporting periods. September data will be updated in future reports as this report is required prior to the end of the reporting period.

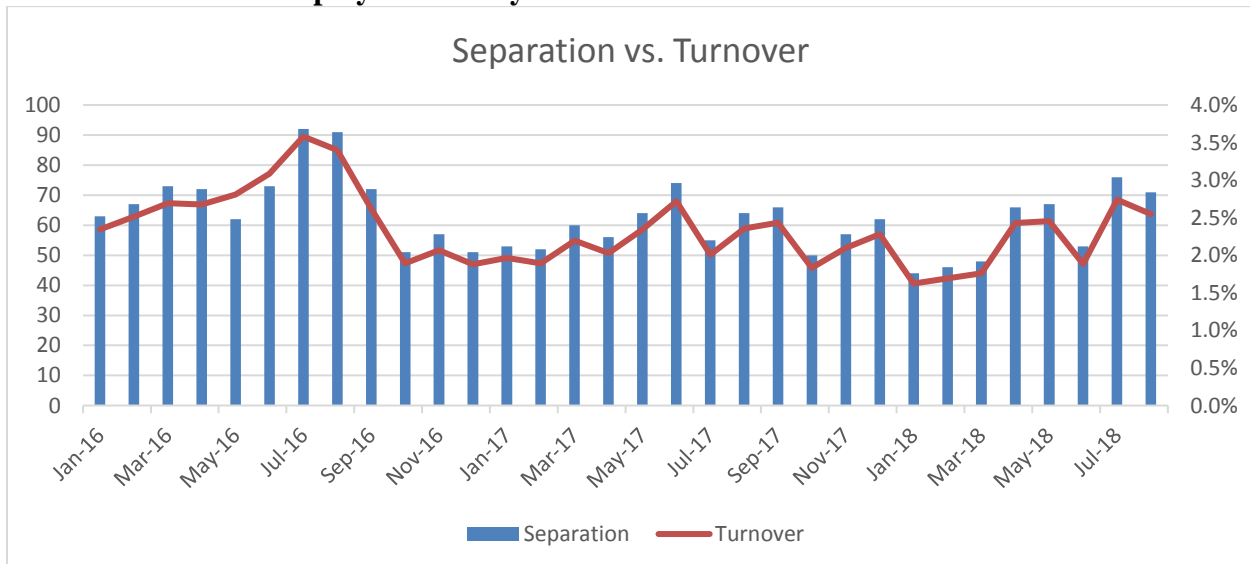
Chart 2 shows the Department’s reduction in turnover for all employees for CY 2016 through CY 2018.

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



\*DCS Employee Attrition for September 2018 will be updated in the next quarterly report.

**Chart 3 – All DCS Employee Monthly Turnover Rate Trends**



\*September 2018 turnover rate data will be updated in the next quarterly report.

### **PROGRESS MAINTAINING INACTIVE CASES AND IMPROVING CASELOADS**

DCS has maintained the inactive well below the legislative benchmark of 1,000 since April 2017. Additionally, the Department reduced the number of open reports from 13,477 in September of 2016 to 6,562 in September 2018. The Department has experienced a stabilization in the number of open reports where it 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 183 inactive cases as of September 17, 2018, 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 6,562 as of September 2018, representing an 80 percent reduction (see Table 1).

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

The Department continues to achieve a safe reduction in the out-of-home foster care population. In the first quarter of SFY 2019, the Department reduced the out-of-home foster care population by 4.2 percent (628 children) from the previous quarter (see Table 1). The progress made since the baseline period of March 31, 2016 (18,917 children) is a 24.7 percent reduction (4,676 children) to the current number of children in out-of-home care (14,241).

By slowing the entry rate and sustaining performance for children exiting care, the Department has been able to maintain a safe reduction of the foster care population. In addition, this is highlighted by no significant change in the re-entry rate for children who left care within the past 12 months. The reduction in the number of children entering 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 and training staff to better engage a family's network to identify in-home options in order to maintain children safely in the home. Improved response times also contribute 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.

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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.

**Table 1 – Benchmark Performance**

		Q1FY17	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18	Q3FY18	Q4FY18	Q1FY19
Backlog Cases	<i>Benchmark (less than)</i>	10,000	7,000	4,000	1,000	1,000	1,000	1,000	1,000	1,000
	<i>Actual</i>	4,790	2,854	746	354	212	265	176	225	183
Backlog Case by disposition	<i>Investigation Phase</i>	4,554	2,671	633	222	125	165	84	115	74
	<i>In-Home Cases</i>	222	160	99	111	77	89	84	98	93
	<i>Out-of-Home Cases</i>	14	23	14	21	10	11	8	12	16
Number of Open Reports	<i>Benchmark (less than)</i>	---	---	---	13,000	13,000	13,000	13,000	13,000	8,000
	<i>Actual</i>	13,477	9,611	6,610	5,644	6,444	6,621	6,087	5,871	6,562
Number of Out-of-Home Children	<i>Benchmark (less than)</i>	---	17,500	17,150	16,807	16,471	16,142	15,819	15,503	15,192
	<i>Benchmark (% reduction)</i>			2%	2%	2%	2%	2%	2%	2%
	<i>Actual</i>	18,183	17,936	17,174	16,917	16,316	15,744	15,139	14,869	14,241

**Footnotes**

- 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 Monthly Out-of-Home Care run for the Monthly Outcome and Operational Report (MOOR) which is a lagging 60 day

Table 2 – Headcount and Caseload Performance

Region	Section #	March 31, 2016 Baseline			Quarter 4 FY 2018									Quarter 1 FY 2019						
		Workload			FTE		Workload						FTE		Workload					
		As of 3/28	As of 3/31	as of 3/31			As of 9/26		as of 9/20						As of 9/26		as of 9/20			
		# 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)	In Home (cases per worker)	Out of Home (children per worker)
10 - Central*	0, 1	576	0	601	17	17	181		506	11		30	17	17	181		488	10		28
	2	834	0	688	18	18	141		521	8		29	19	19	185		506	10		26
	3	1005	0	542	21	21	180		659	9		31	19	19	242		682	13		35
	4	17	495	111		36	13	397	10	11	0		38	15	380	16		10	0	0
	5	1423	0	615	18	18	227		491	13		27	18	18	244		455	13		25
	6	1236	0	824	16	16	259		443	16		27	17	17	270		389	16		23
	7	1786	0	913	20	20	203		511	10		25	19	19	252		572	13		29
	8	1493	0	663	22	22	285		580	13		26	20	20	363		614	18		31
	9	1522	0	775	17	17	239		426	14		24	17	17	273		476	16		29
	10	2	0	1520		37	0		1651	0		45		39	0		1423	0		36
													0							
20-Pima	1	980	49	342	18	23	148	41	237	8	2	10	17	22	171	60	224	10	3	10
	2	227	27	398	13	24	153	26	366	12	1	15	11	22	151	93	342	13	4	16
	3	132	18	370	11	22	54	48	316	5	2	15	10	18	97	68	283	10	4	15
	4	126	19	313	12	23	173	25	144	15	1	6	9	17	173	45	145	19	3	8
	5	599	39	164	9	17	148	0	218	17	0	13	10	18	142	0	211	15	0	11
	6, 0	7	0	555	11	22	4	0	650	0	0	30	12	23	5	0	570	0	0	25
	7	326	53	379	11	20	148	40	255	14	2	12	12	23	174	67	252	15	3	11
	9	174	15	312	11	20	114	32	200	11	2	10	11	20	146	104	193	14	5	9
	10	82	0	340	2	3	0	0	81	0	0	25	0	5	1		71	0		14
	30- Northern	1	266	---	398	14	14	232	58	194	17	4	14	14	14	239	22	230	17	2
2		127	---	188	9	9	60	9	321	7	1	36	10	10	72	12	317	7	1	31
3		200	---	220	12	12	130	15	140	10	1	11	10	10	147	17	159	14	2	16
4		176	---	399	9	9	86	48	289	10	6	33	11	11	79	21	276	7	2	25
5, 00		198	---	132	10	10	91	13	270	9	1	26	10	10	111	13	290	11	1	29
40- Southeast	1	254	30	245	8	16	228	23	107	28	1	7	5	9	71	19	118	15	2	13
	2	645	34	169	3	5	45	29	228	17	6	45	7	14	48	16	184	7	1	13
	3	383	14	119	3	7	51	16	71	15	2	11	3	6	55	7	78	17	1	13
50- Southwest*	0, 1	483	0	4		0	1		0	0		0	24		1		4	0		0
	3	44	---	101		43	20	424	12	0	10	0		39	20	383	73	1	10	2
	4	937	0	774	20	20	275		541	14		28	20	20	313		570	16		29
	5	1999	0	839	18	18	270		502	15		27	19	18	300		547	16		30
	6	1558	0	584	22	22	309		426	14		20	20	22	270		419	14		19
	7	614	0	804	21	21	155		679	7		33	21	21	162		628	8		30
	8	0	0	1667		43	9		1541	0		36		38	3		1137	0		30
	9	347	0	418	17	17	150		392	9		23	16	17	168		377	10		22
	12	953	0	670	20	20	231		487	12		25	18	20	305		535	17		27
	13	597	0	713	17	17	190		373	11		22	19	17	220		373	11		22
105, 106 - Other	various	370		48	77		668		31	9			81		893		14	11		
Totals		22,698	793	18,917			5,871	1,244	14,869						6,562	1,327	14,241			

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 the 1st Quarter of FY 2019, Specialists in a trainee status are accounted for in FTE figures in each section with an equal distribution of 66% caseload. Data for the previous quarter was updated.
- 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 handcount 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 handcounted in Southwest Region in March 2016. The handcount 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 employ a distribution of 34% Investigations and 66% ongoing.
- \* During the 1st quarter of SFY2019, Central and Southwest Regions reassigned zip codes to sections to better distribute investigations and cases. Additionally, multiple offices in Central, Pima and Southwest were relocated and redistributed. Therefore, staff and case counts from previous reporting periods may vary.