



## DEPARTMENT OF CHILD SAFETY

### Quarterly Progress Report (Filling FTE Positions and Reducing the Backlog) December 2017 (updated January 2018)

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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 2018, the Department identified a strategic priority to develop and retain a highly effective workforce that engages the child welfare partners to serve children. Additionally, DCS developed a strategic objective to improve 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 November 2017, the Department had filled 1,329 (95%) of the 1,406 funded positions. DCS funds 231 supervisor positions, 95% 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. To provide additional support, the Department established a position in Human Resources as a business partner to the Deputy Director of Field Operations to focus on retention initiatives effective October 2017.

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 to establish behavioral requirements for the DCS Specialist position. In addition to using it as a recruitment tool to hire the best-fit candidates, Supervisors will be using it as a tool to determine what their subordinate's individual needs are in terms of supervision to improve on job performance. This will improve the selection process, identification of the most suitable candidates and retention over time. In March 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 recruitment process will require the preview of a video, which depicts a typical day in the life of a DCS Specialist. This helps to ensure alignment of applicants' expectations with the requirements of the job.

DCS Management Systems for employee retention activities included a Kaizen event in October 2017 to improve the selection and interview process for DCS Specialists. This resulted in new interview questions and written exercises that are more realistic to the position. The new materials will be piloted in Central Region offices beginning January 2018.

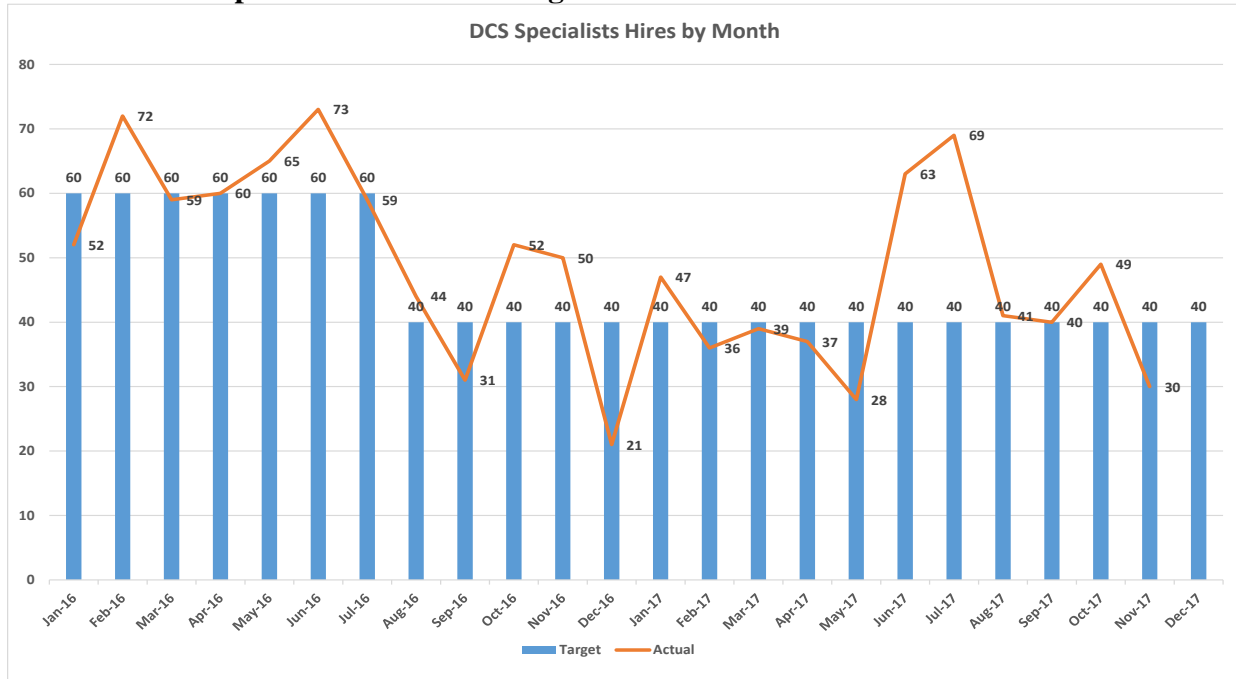
Also beginning in January 2018, recruitment job postings will be announced by office location, instead of Region. Office supervisors will be responsible for hiring their own specialists, instead of a centralized mass hiring. This will allow the candidate to interview in the office location for which he/she will be working and the selection will be done by the actual hiring supervisor in that office for improved investment by both supervisor and prospective Specialist.

DCS HR and the Learning and Development unit will be working to develop a leadership training program for supervisors which will positively impact management and supervision of DCS Specialists.

In December 2017, DCS HR implemented a new exit survey tool developed by the Arizona Department of Administration and refined the process for capturing and reviewing the data to better understand why a DCS Specialist leaves employment with the Department. An analysis of the data will help DCS HR implement new retention countermeasures as issues are identified.

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.

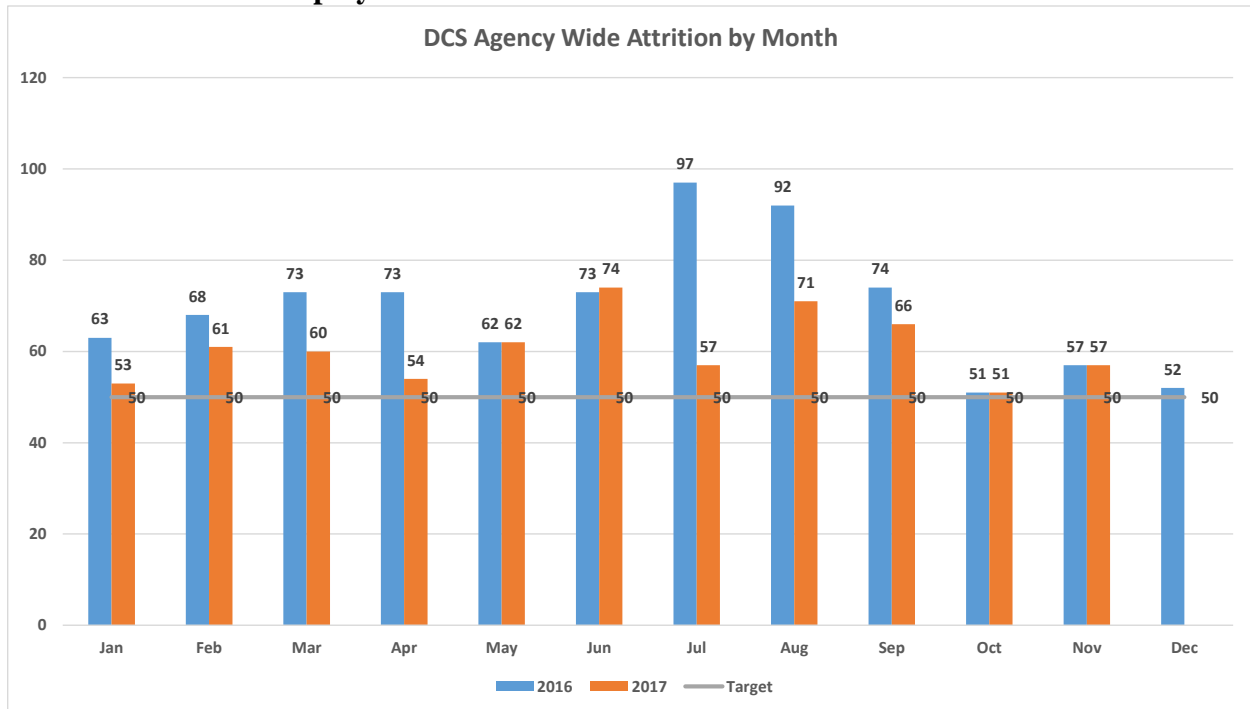
**Chart 1 – DCS Specialist Hires and Target Trends**



\*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 December 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 FY 2017 and continuing into the second 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 9,611 in December of 2016 to 6,621 in December 2017.

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 2). 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 265 backlog cases as of December 18, 2017, representing a 98 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 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 6,621 open reports as of December 22, 2017 representing an 80 percent reduction (see Table 1).

### **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 second quarter of SFY 2018, reducing the out-of-home foster care population by 3.5 percent (572 children) from the previous quarter (see Table 1). The progress made since the baseline period of March 31, 2016 is a 13.2 percent reduction (2,399 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 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
Backlog Cases	<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	265		
Backlog Case by disposition	<i>Investigation Phase</i>	4,554	2,671	633	222	125	165		
	<i>In-Home Cases</i>	222	160	99	111	77	89		
	<i>Out-of-Home Cases</i>	14	23	14	21	10	11		
Number of Open Reports	<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	6,621		
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
	<i>Benchmark (% reduction)</i>			2%	2%	2%	2%	2%	2%
	<i>Actual</i>	18,183	17,936	17,174	16,917	16,316	15,744		

**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 20th of the Month Tigger which is a lagging 60 day metric.

DCS Quarterly Benchmark Progress Report  
December 2017 (updated January 2018)

Table 2 – Headcount and Caseload Performance

Region	Section #	Section name	March 31, 2016 Baseline			Quarter 1 FY 2018								Quarter 2 FY 2018							
			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)	In Home (cases per worker)	Out of Home (children per worker)
10 - Central	0, 1	Apache Junction/Kearney	576	0	601	14	14	177		617	12	0	43	14	14	208		567	15	0	40
	2	Casa Grande/Coolidge	834	0	688	17	17	196		606	12	0	36	17	17	277		576	17	0	35
	3	Osborn	1005	0	542	16	16	141		603	9	0	38	17	17	187		668	11	0	39
	4	In Home	17	495	111	0	31	30	453	8	1	15	0	37	37	21	425	10	1	11	0
	5	Mesa	1423	0	615	17	17	195		606	12	0	36	15	15	259		572	17	0	38
	6	Gilbert	1236	0	824	17	17	218		557	13	0	33	16	16	249		535	16	0	34
	7	Tempe	1786	0	913	19	19	308		603	16	0	32	19	19	314		543	16	0	28
	8	South Mountain	1493	0	663	19	19	206		694	11	0	37	16	16	206		668	13	0	41
	9	North Central	1522	0	775	14	14	303		487	21	0	34	15	15	323		426	22	0	29
	10	19th Avenue	2	0	1520	0	38	0		1548	0	0	41		39	0		1576	0	0	40
20-Pima	1	East Broadway	980	49	342	18	23	210	37	287	12	2	12	18	24	127	39	258	7	2	11
	2	Wetmore	227	27	398	11	22	177	32	407	15	1	18	13	24	146	37	396	12	2	16
	3	Country Club	132	18	370	10	19	100	54	329	10	3	17	11	22	118	74	349	11	3	16
	4	Wetmore	126	19	313	12	23	135	23	275	12	1	12	11	22	151	27	252	13	1	11
	5	Madera A	599	39	164	11	22	128	0	253	11	0	12	8	16	162	0	197	19	0	12
	6, 0	AHIT/Adoptions*	7	0	555	4	0	6	0	682	2	0	0	0	34	0	0	701	0	0	21
	7	22nd/Alvernon	326	53	379	10	19	106	26	328	11	1	17	11	21	126	34	283	12	2	14
	9	Madera B	174	15	312	10	20	111	47	229	11	2	12	9	18	139	53	231	15	3	13
	10	Alvernon	82	0	340	10	18	41	0	69	4	0	4	5	0	51	0	0	10	0	0
	30- Northern	1	Prescott/Prescott Valley	266	---	398	12	12	248	44	242	21	---	21	14	14	228	40	235	16	3
2		St. Johns/Winslow/Show low	127	---	188	6	9	78	8	325	14	---	36	8	8	73	7	361	9	1	47
3		Flagstaff/Page/Cottonwood/Fredonia	200	---	220	8	8	116	13	151	14	---	18	8	8	120	15	141	15	2	17
4		Bullhead City/Lake Havasu	176	---	399	7	12	136	32	303	19	---	25	8	8	82	25	311	11	3	40
5, 00		Kingman	198	---	132	11	11	106	31	313	10	---	30	9	9	93	20	242	11	2	28
40- Southeast	1	Benson, Douglas, Nogales, SV	254	30	245	6	6	163	13	112	27	2	19	5	8	181	12	112	39	0	14
	2	SV, Safford	645	34	169	5	9	62	14	263	13	2	29	4	9	47	13	250	11	0	28
	3	Globe, Payson	383	14	119	4	8	59	5	96	14	1	12	3	8	69	21	76	25	0	9
50- Southwest	0, 1	CHILDELP Advocacy	483	0	4	0	0	1		0	0	0	0	0	0	0		2	0	0	0
	3	In Home	44	---	101	0	49	38	449	23	1	14	4		45	31	368	16	1	8	0
	4	Thunderbird	937	0	C	18	18	257		560	14	0	30	19	19	252		544	14	0	29
	5	Peoria	1999	0	839	17	17	287		563	17	0	33	18	18	309		513	18	0	29
	6	Glendale/Durango	1558	0	584	20	20	424		636	21	0	32	19	19	390		535	20	0	28
	7	Avondale/Advocacy	614	0	804	19	19	211		558	11	0	30	18	18	253		623	14	0	35
	8	Adoptions	0	0	1667	0	39	0		1572	0	0	40		41	2		1532	0	0	37
	9	Yuma, Parker, Summerton	347	0	418	15	15	160		420	11	0	29	17	17	127		408	7	0	24
	12	West 101	953	0	670	17	17	320		559	19	0	33	17	17	295		596	17	0	35
	13	Pinnacle Peak	597	0	713	16	16	201		384	13	0	24	14	14	189		399	13	0	28
9, 105 - Other	various	Various	370		48			789		48					816		40				
Totals			22698	793	18143			6444	1281	16316						6621	1210	15744			

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 hand count 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 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 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.