



DEPARTMENT OF CHILD SAFETY

Quarterly Progress Report (Filling FTE Positions and Reducing the Backlog) March 2018

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 2018 (FY18), one of the Department's strategic objectives is to develop and retain a highly effective workforce that engages the child welfare partners to serve children.

DCS identified several key actions in FY17 and FY18, which were 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 the development of general management and leadership skills for supervisors and managers and plans to provide coaching of all case carrying staff and supervisors.

HR recruiters are now carefully reviewing whether an applicant's locale is in close proximity to the office for which they are applying. This will help reduce resignations and transfer requests since previous applicants were assigned without any regard to distance between their home and office of employment.

Learning and Development (formerly known as Child Welfare Training Institute) revised their CORE training schedules to allow DCS Specialists to attend CORE training the day after New Employee Orientation. This eliminated the previous incidences of new hires waiting to attend CORE and being sent to their field office without training.

Learning and Development and HR are partnering to develop a structured learning plan for DCS Specialists when they are in attendance at their assigned office during the seven week CORE training. The new learning plan will require the supervisor to validate completed training.

The stipend student program continues to be successful in hiring. In May 2018, DCS anticipates placing 60 social work graduates in the Maricopa and Pima geographic locations with a two-year employment commitment. In CY 2018, DCS will conduct an analysis of students who have remained with the Department beyond their commitment to develop retention strategies.

HR continues to conduct 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.

DCS Human Resources (HR) implemented improvements to its database that tracks DCS Specialist candidates in order to automate certain HR reports by office at all phases of the process. This will enable HR to better identify and assign candidates to local offices. Additionally, HR streamlined the DCS Specialist recruitment application process to have candidates bring their pre-employment paperwork to the interview, which reduced the time it took to send a resume to a hiring manager for consideration from over two weeks to less than 24 hours. This also allows hiring managers to be more selective for retention purposes.

The Department has been sustaining its active recruitment process to fill all Child Safety Specialist positions. As of February 2018, the Department had filled 1,305 (93%) of the 1,406 funded positions. DCS funds 232 supervisor positions, 97% of which are filled. The breakdown of funded supervisor positions by Region and the Hotline are as follows: Hotline-14, Central-69, Pima-50, Northern-23, Southeast-9, Southwest-64 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 1:5.8 as of February 2018.

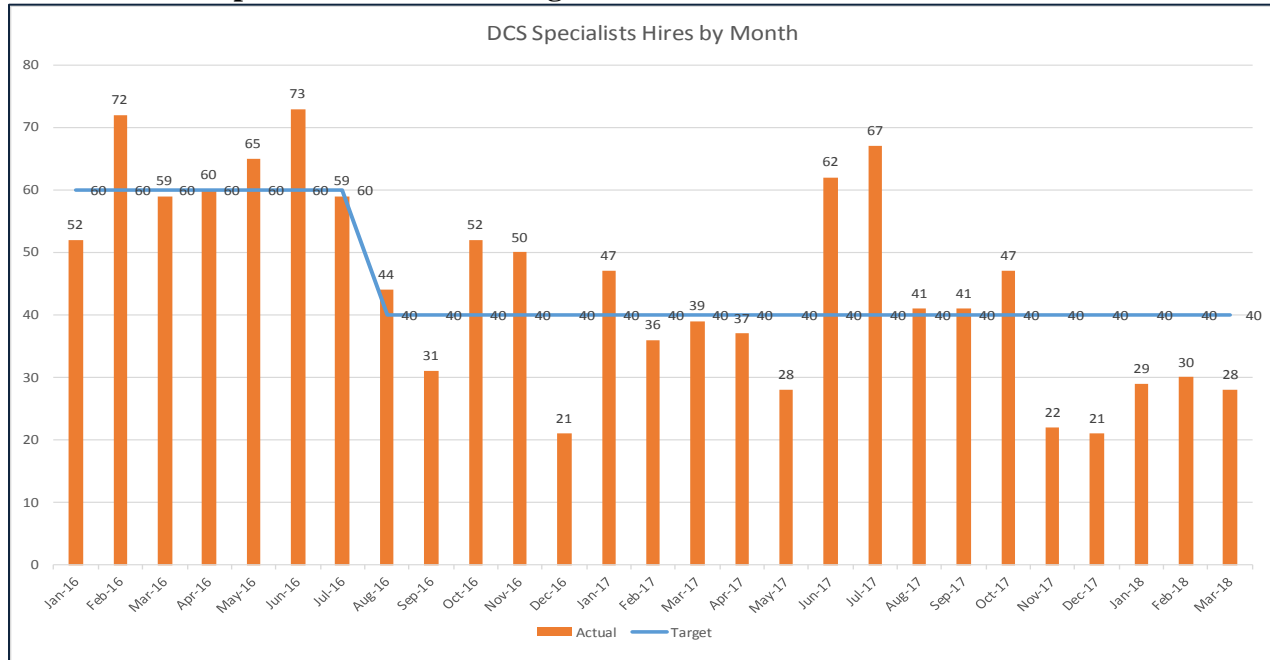
To support DCS Specialists, Supervisors, case aides and other front line staff experiencing secondary trauma, DCS developed and is now implementing a peer-to-peer support program. This program seeks to enhance a healthy workforce, provide staff a safe and supportive environment when coping with the experiences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

DCS 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 continues 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 helps 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 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.

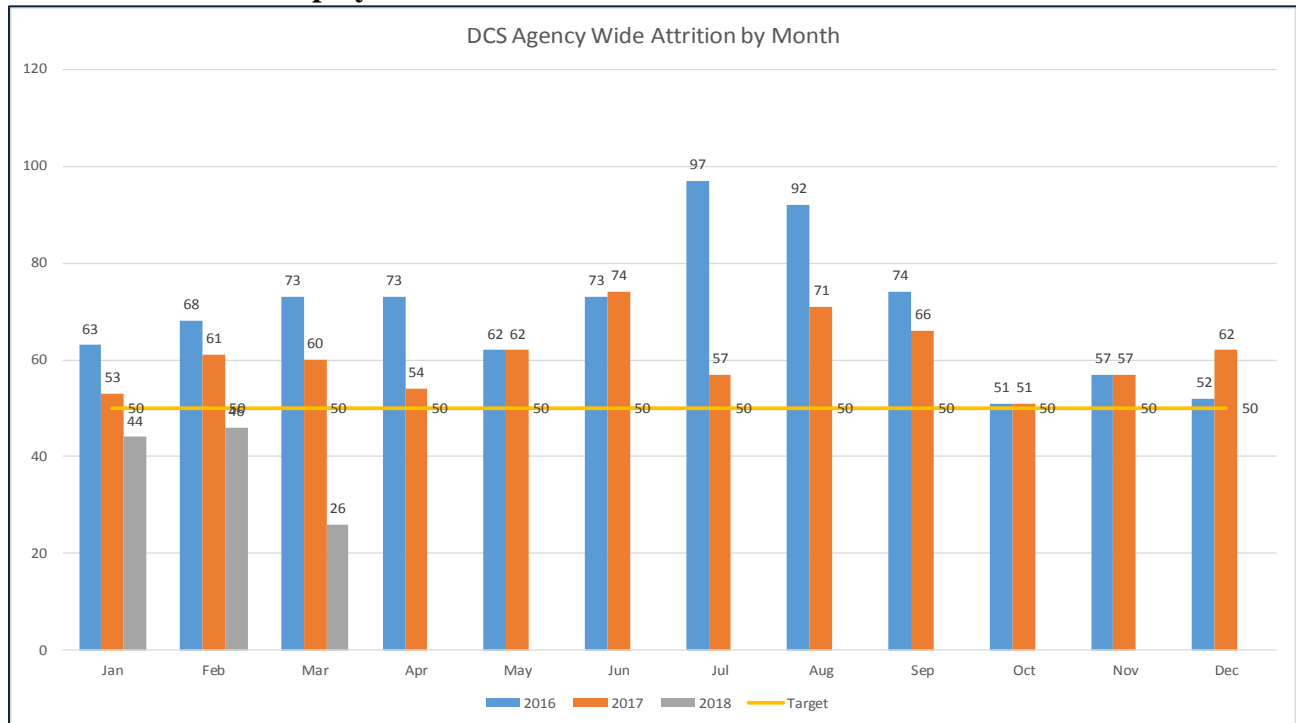
Chart 1 – DCS Specialist Hires and Target Trends



*Data has been updated from prior reporting periods.

Chart 2 shows the Department’s significant improvements in reducing turnover for all DCS employees for CY 2016 through CY 2018 to date.

Chart 2 – All DCS Employee Attrition Trends



*DCS Employee Attrition for March 2018 will be updated in the next quarterly report. Data has been updated from prior reporting periods.

PROGRESS MAINTAINING INACTIVE CASES AND IMPROVING CASELOADS

During all of FY17 and continuing into the third quarter of FY18, 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 reduced the number of open reports from 13,477 in September of 2016 to 6,087 in March 2018. 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 twelve 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, 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 backlog cases. From a peak of 16,014 in January of 2015, the Department now has only 176 backlog cases as of March 26, 2018, 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. 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 completion and closure, and the implementation of leader standard work to ensure routine follow-up.

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 reduced that to only 6,087 as in March 2018, representing an 82 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 observed a continuous reduction in the out-of-home foster care population. The Department continues to realize progress in the third quarter of SFY 2018, reducing the out-of-home foster care population by 3.8 percent (605 children) from the previous quarter (see Table 1). The progress made since the baseline period of March 31, 2016 is a 16.7 percent reduction (3,004 children).

By slowing the entry rate and sustaining performance for children exiting care, the Department has been able to maintain a reduction of the foster care population. 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 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.

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	176	
Backlog Case by disposition	<i>Investigation Phase</i>	4,554	2,671	633	222	125	165	84	
	<i>In-Home Cases</i>	222	160	99	111	77	89	84	
	<i>Out-of-Home Cases</i>	14	23	14	21	10	11	8	
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	6,087	
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	15,139	

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.

Table 2 – Headcount and Caseload Performance

Region	Section #	Section name	March 31, 2016 Baseline			Quarter 2 FY 2018								Quarter 3 FY 2018							
			Workload			FTE		Workload			FTE			Workload			FTE				
			# 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	208	---	567	15	0	40	14	14	167	---	525	12	0	38
	2	Casa Grande/Coolidge	834	0	688	17	17	277	---	576	17	0	35	15	15	296	---	529	20	0	35
	3	Osborn	1005	0	542	17	17	187	---	668	11	0	39	21	21	158	---	710	8	0	34
	4	In Home	17	495	111	---	37	21	425	10	1	11	0	---	36	15	382	21	0	11	1
	5	Mesa	1423	0	615	15	15	259	---	572	17	0	38	14	14	244	---	519	17	0	36
	6	Gilbert	1236	0	824	16	16	249	---	535	16	0	34	17	17	264	---	497	15	0	29
	7	Tempe	1786	0	913	19	19	314	---	543	16	0	28	20	20	241	---	512	12	0	25
	8	South Mountain	1493	0	663	16	16	206	---	668	13	0	41	17	17	211	---	618	13	0	37
	9	North Central	1522	0	775	15	15	323	---	426	22	0	29	17	17	184	---	401	11	0	24
	10	19th Avenue	2	0	1520	---	39	0	---	1576	0	0	40	---	38	0	---	1585	0	0	42
20-Pima	1	East Broadway	980	49	342	18	24	127	39	258	7	2	11	17	22	201	37	243	12	2	11
	2	Wetmore	227	27	398	13	24	146	37	396	12	2	16	11	21	115	36	381	11	2	18
	3	Country Club	132	18	370	11	22	118	74	349	11	3	16	12	23	116	61	323	10	3	14
	4	Wetmore	126	19	313	11	22	151	27	252	13	1	11	11	20	182	18	166	17	1	8
	5	Madera A	599	39	164	8	16	162	0	197	19	0	12	8	16	124	0	206	15	0	13
	6, 0	AHIT/Adoptions*	7	0	555	0	34	0	0	791	0	0	23	0	34	0	0	672	0	0	20
	7	22nd/Alvernon	326	53	379	11	21	126	34	283	12	2	14	11	22	116	40	251	10	2	11
	9	Madera B	174	15	312	9	18	139	53	231	15	3	13	10	19	103	42	213	10	2	11
	10	Alvernon	82	0	340	5	0	51	0	0	10	0	0	5	0	27	0	78	5	0	0
	30- Northern	1	Prescott/Prescott Valley	266	---	398	14	14	228	40	235	16	3	16	14	14	236	15	207	17	1
2		St. Johns/Winslow/Show low	127	---	188	8	8	73	7	361	9	1	47	8	8	71	12	341	9	2	44
3		Flagstaff/Page/Cottonwood/Fredonia	200	---	220	8	8	120	15	141	15	2	17	9	9	121	48	140	13	5	15
4		Bullhead City/Lake Havasu	176	---	399	8	8	82	25	311	11	3	40	11	11	95	50	310	9	5	29
5, 00		Kingman	198	---	132	9	9	93	20	242	11	2	28	9	9	104	17	233	12	2	27
40- Southeast	1	Benson, Douglas, Nogales, SV	254	30	245	5	8	181	12	112	39	0	14	6	12	195	7	105	32	1	9
	2	SV, Safford	645	34	169	4	9	47	13	250	11	0	28	4	7	64	14	239	18	2	34
	3	Globe, Payson	383	14	119	3	8	69	21	76	25	0	9	3	5	47	7	68	17	1	13
50- Southwest	0, 1	CHILDHELP Advocacy	483	0	4	0	0	0	---	2	0	0	0	---	0	0	---	1	0	0	0
	3	In Home	44	---	101	---	45	31	368	16	1	8	0	---	44	25	399	7	1	9	0
	4	Thunderbird	937	0	C	19	19	252	---	544	14	0	29	19	19	248	---	541	13	0	29
	5	Peoria	1999	0	839	18	18	309	---	513	18	0	29	18	18	293	---	498	17	0	28
	6	Glendale/Durango	1558	0	584	19	19	390	---	535	20	0	28	22	22	353	---	513	16	0	24
	7	Avondale/Advocacy	614	0	804	18	18	253	---	623	14	0	35	18	18	145	---	665	8	0	38
	8	Adoptions	0	0	1667	---	41	2	---	1532	0	0	37	---	40	2	---	1467	0	0	37
	9	Yuma, Parker, Summerton	347	0	418	17	17	127	---	408	7	0	24	17	17	116	---	401	7	0	24
	12	West 101	953	0	670	17	17	295	---	596	17	0	35	17	17	310	---	518	19	0	31
	13	Pinnacle Peak	597	0	713	14	14	189	---	399	13	0	28	16	16	132	---	401	9	0	26
9, 105 - Other	various	OCWI and Various	370		48			816		40					766		34				
Totals			22698	793	18143			6621	1210	15834					6087	1185	15139				

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.
- 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 Monthly Out-of-Home Care run on the 20th of the month 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.