



## DEPARTMENT OF CHILD SAFETY

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

June 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 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.

DCS Human Resources (HR) have been diligently enhancing their recruitment activities for DCS child safety Specialists as well intake (Child Abuse Hotline) Specialists. HR implemented new interview guides for DCS Specialists statewide. These focus on job competencies and also written in a manner that provide applicants a realistic preview of the work and scenarios they will encounter on the job. During the pilot 38 trainees were hired with this tool beginning in January 2018 and, to date, none have resigned. DCS will continue to monitor this cohort to verify whether this process will help improve retention.

HR partnered with the DCS Child Abuse Hotline/Intake to develop interview guides that are specific to working as a DCS Specialist in a call center environment. This will help identify candidate who have a good knowledge and/or practice with child welfare as well as being able to work as an intake Specialist.

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 will provide an overview of the job experience with an inspiring message of hope that Specialists can bring to children and families in their role. Additionally, HR implemented an alternative application process on the [DCS Website](#) for applicants to apply. This will help streamline the submission of applications and provide critical information to applicants about the job salary, duties, and qualifications.

The stipend student program continues to be successful in hiring. In May 2018, DCS placed 61 social work graduates in the Maricopa and Pima geographic locations with a two-year employment commitment. 63 staff graduated, five scheduled for Fall 2018 graduation. In CY 2018, DCS will conduct an analysis of students who have remained with the Department beyond their commitment to develop retention strategies.

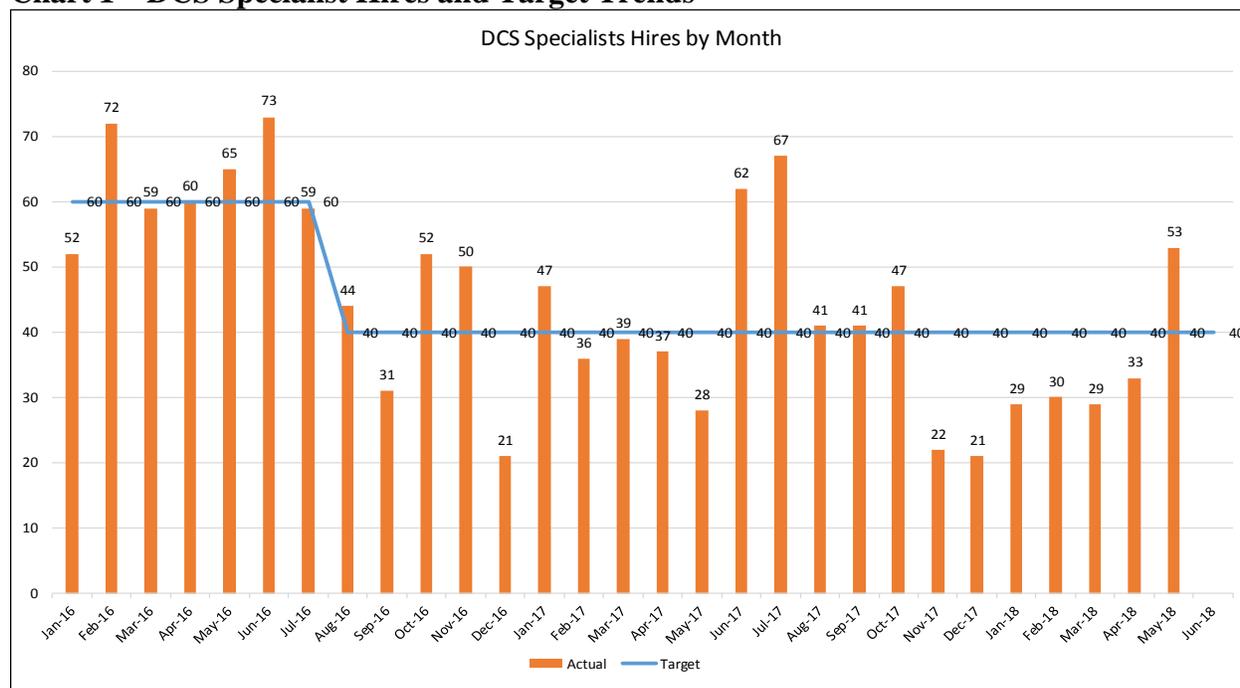
HR continues to conduct routine planning and information sharing meetings between Executive management, the Regional Program Administrators and HR Managers to help ensure initiatives are communicated clearly, carried out with accountability and to remain informed about the needs and challenges experienced at local DCS offices.

The Department has been sustaining its active recruitment process to fill all Child Safety Specialist positions. As of May 2018, the Department had filled 1,307 (93 percent) of the 1,406 funded positions. DCS funds 232 supervisor positions, 222 (96 percent) 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 May 2018.

To support DCS Specialists, Supervisors, case aides and other front line staff experiencing secondary trauma, DCS developed and has implemented 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.

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.

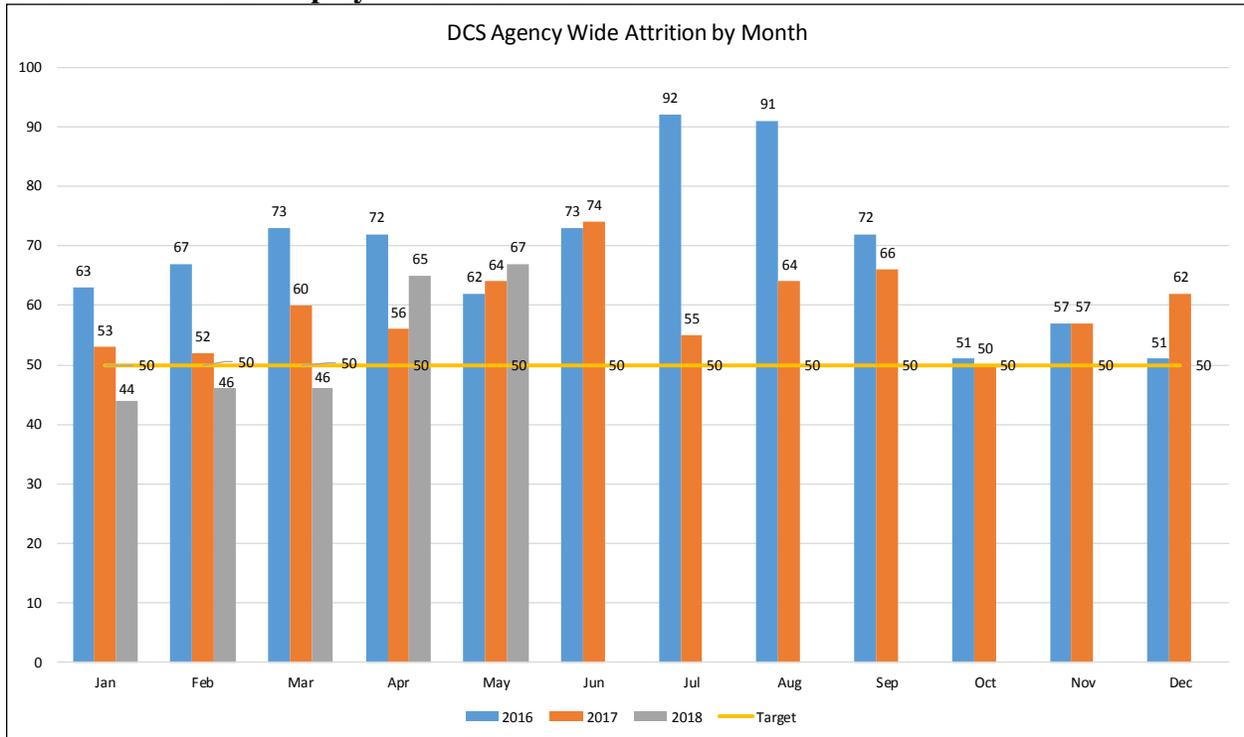
**Chart 1 – DCS Specialist Hires and Target Trends**



\*Data has been updated from prior reporting periods. June data is not available as this report is required prior to the end of the reporting period.

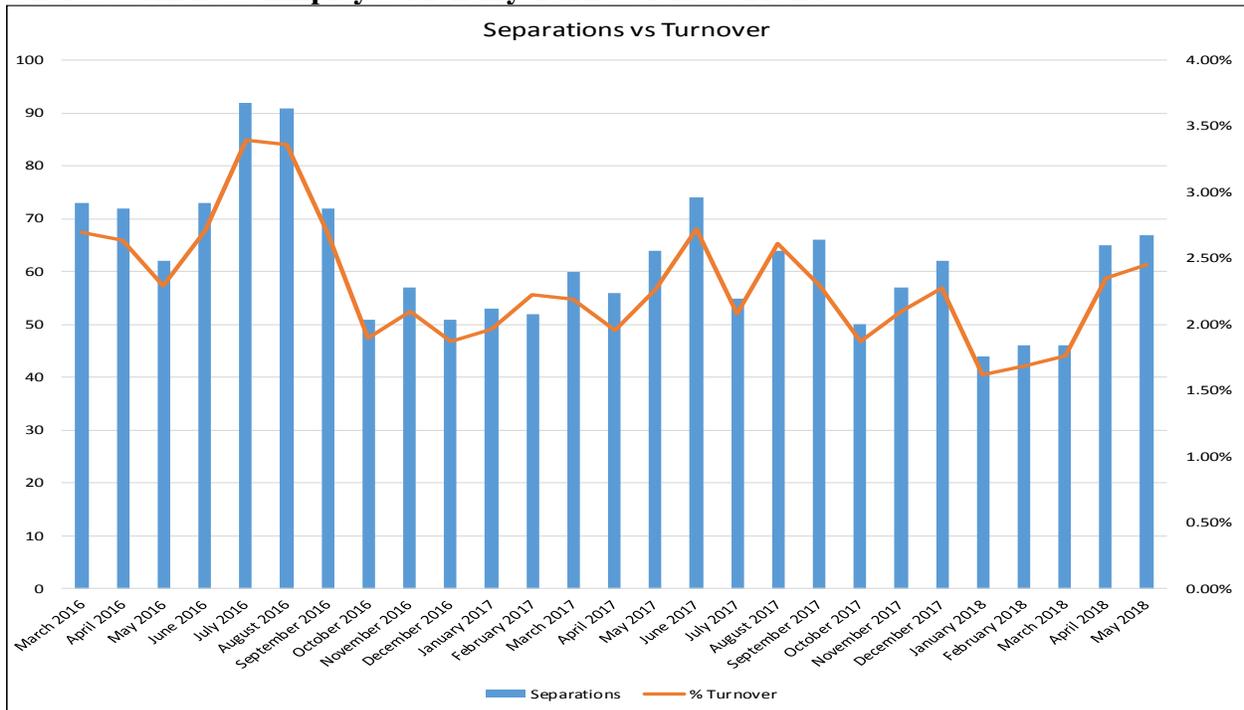
Chart 2 shows the Department’s reduction in turnover for all employees for CY 2016 through CY 2018.

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



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

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



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

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

During all of FY17 and continuing into the fourth 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 5,871 in June 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. Sustained staffing levels help contribute to the 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 225 backlog cases as of June 18, 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 5,871 as in June 2018, representing an 82 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 fourth quarter of SFY 2018 the Department reduced the out-of-home foster care population by 7.8 percent (270 children) from the previous quarter (see Table 1). The progress made since the baseline period of March 31, 2016 is a 18.2 percent reduction (3,314 children).

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 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 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	225
Backlog Case by disposition	<i>Investigation Phase</i>	4,554	2,671	633	222	125	165	84	115
	<i>In-Home Cases</i>	222	160	99	111	77	89	84	98
	<i>Out-of-Home Cases</i>	14	23	14	21	10	11	8	12
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	5,871
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	14,869

**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  
March 2018

Table 2 – Headcount and Caseload Performance

Region	Section #	Section name	March 31, 2016 Baseline			Quarter 3 FY 2018							Quarter 4 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	167		525	12	0	38	14	14	181		506	13		37
	2	Casa Grande/Coolidge	834	0	688	15	15	296		529	20	0	35	15	15	141		521	10		35
	3	Osborn	1005	0	542	21	21	158		710	8	0	34	19	19	180		659	10		35
	4	In Home	17	495	111		36	15	382	21	0	11	1	36	13	397	10		0	11	0
	5	Mesa	1423	0	615	14	14	244		519	17	0	36	15	15	227		491	15		32
	6	Gilbert	1236	0	824	17	17	264		497	15	0	29	15	15	259		443	18		30
	7	Tempe	1786	0	913	20	20	241		512	12	0	25	19	19	203		511	11		27
	8	South Mountain	1493	0	663	17	17	211		618	13	0	37	19	19	285		580	15		31
	9	North Central	1522	0	775	17	17	184		401	11	0	24	16	16	239		426	15		26
	10	19th Avenue	2	0	1520		38	0		1585	0	0	42		37	0		1651	0		45
20-Pima	1	East Broadway	980	49	342	17	22	201	37	243	12	2	11	18	23	148	41	237	8	2	10
	2	Wetmore	227	27	398	11	21	115	36	381	11	2	18	12	23	153	26	366	13	1	16
	3	Country Club	132	18	370	12	23	116	61	323	10	3	14	10	20	54	48	316	5	2	16
	4	Wetmore	126	19	313	11	20	182	18	166	17	1	8	11	22	173	25	144	15	1	6
	5	Madera A	599	39	164	8	16	124	0	206	15	0	13	9	17	148	0	218	17	0	13
	6, 0	AHIT/Adoptions*	7	0	555	0	34	0	0	672	0	0	20	11	22	4	0	650	0	0	30
	7	22nd/Alvernon	326	53	379	11	22	116	40	251	10	2	11	10	20	148	40	255	15	2	13
	9	Madera B	174	15	312	10	19	103	42	213	10	2	11	10	20	114	32	200	11	2	10
	10	Alvernon	82	0	340	5	0	27	0	78	5	0	0	2	3	0	0	81	0	0	25
	30- Northern	1	Prescott/Prescott Valley	266	---	398	14	14	236	15	207	17	1	15	13	13	232	58	194	19	5
2		St. Johns/Winslow/Show low	127	---	188	8	8	71	12	341	9	2	44	9	9	60	9	321	7	1	37
3		Flagstaff/Page/Cottonwood/Fredonia	200	---	220	9	9	121	48	140	13	5	15	11	11	130	15	140	12	1	13
4		Bullhead City/Lake Havasu	176	---	399	11	11	95	50	310	9	5	29	8	8	86	48	289	10	6	35
5, 00		Kingman	198	---	132	9	9	104	17	233	12	2	27	9	9	91	13	270	10	1	31
40- Southeast	1	Benson, Douglas, Nogales, SV	254	30	245	6	12	195	7	105	32	1	9	7	14	228	23	107	32	2	8
	2	SV, Safford	645	34	169	4	7	64	14	239	18	2	34	2	5	45	29	228	18	6	48
	3	Globe, Payson	383	14	119	3	5	47	7	68	17	1	13	3	6	51	16	71	17	3	13
50- Southwest	0, 1	CHILDHELP Advocacy	483	0	4		0	0	1	0	0	0		0	1		0	0		0	
	3	In Home	44	---	101		44	25	399	7	1	9	0	43	20	424	12	0	10	0	
	4	Thunderbird	937	0	774	19	19	248		541	13	0	29	18	18	275		541	15		30
	5	Peoria	1999	0	839	18	18	293		498	17	0	28	18	18	270		502	15		28
	6	Glendale/Durango	1558	0	584	22	22	353		513	16	0	24	18	18	309		426	17		23
	7	Avondale/Advocacy	614	0	804	18	18	145		665	8	0	38	18	18	155		679	9		38
	8	Adoptions	0	0	1667		40	2		1467	0	0	37		41	9		1541	0		38
	9	Yuma, Parker, Summerton	347	0	418	17	17	116		401	7	0	24	17	17	150		392	9		23
	12	West 101	953	0	670	17	17	310		518	19	0	31	17	17	231		487	14		28
13	Pinnacle Peak	597	0	713	16	16	132		401	9	0	26	13	13	190		373	14		28	
9, 105 - Other	various	Various	370		48			766		34					668		31				
Totals			22,698	793	18,917			6,087	1,185	15,139					5,871	1,244	14,869				

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.