

**Workload Study Initial Action Plan**  
**November 30, 2007**

The Children's Administration's (CA) workload study report will be used to improve our business practices and better understand the resources needed to support children and families.

The workload study is a tool, not an answer or an end result. We are learning how to use it and how to interpret the data from it. It can help us not only size, but explore the gap between current resources and resources needed. Child safety will continue to be our highest priority as we look for ways to be more efficient and manage work in order to find more time for social workers to spend with our children and families.

	<b>Strategies</b>	<b>Preliminary Timeframe</b>	<b>Lead*</b>
<b>No.</b>	<b>Initial Strategies</b>	<b>November 2007 – March 2008</b>	
<b>1</b>	Meet with WFSE representatives to review workload study data and discuss ideas to streamline work flow and strategies to manage overall work.	Work sessions to begin December 2007 and ongoing.	Directors of FOSD/FOPS
<b>2</b>	Using input from WFSE representatives, staff and stakeholders, CA will <ul style="list-style-type: none"> <li>• Identify mandatory requirements from federal law, state law, and policy.</li> <li>• Examine and address critical areas of safety, health and well-being for children and develop a list of policies, practices and procedures to be considered for change.</li> </ul>	Begin January 2008, addressing policies in phases, through December 2008.	Director of P&PI
<b>3</b>	Determine targets using workload study data for the last phase of monthly visits.	By December 31, 2007	Director of FOSD
<b>4</b>	Meet with CA staff and stakeholders to review the workload study data and identify ideas to streamline work flow and strategies to manage overall work across regions.	Work sessions to begin in December 2007 and ongoing.	Director of FOPS
<b>5</b>	Field Operations (FOPS) and Regions will review regional workload study data and identify issues to be addressed.		Director of FOPS/ RAs
<b>6</b>	Develop methods and action plans to reduce the amount of time supervisors and staff cover vacant positions when staff leave a position permanently or temporarily.		Director of FOSD

<b>Mid-Term Strategies</b>		<b>April 2008 – August 2008</b>	
<b>6</b>	Develop action plan and begin to implement efficiencies identified in initial strategies.		Director of FOPS
<b>7</b>	Identify next resource investment priorities and develop 2009-2011 biennium budget decision packages to operationalize necessary changes.		Director of FOSD
<b>Long-Term Strategies</b>		<b>September 2008 and On-going</b>	
<b>8</b>	Develop processes and begin to evaluate positive and negative impacts of change initiatives on workload e.g. FamLink, Structured Decision Making, Solution Based Casework.		Directors of FOPS/PM
<b>9</b>	Continue to evaluate workload issues.		CA LT
<b>10</b>	Develop process to institutionalize the review of policies and procedures as stated in No. 2 above.		Director of P&PI
<b>11</b>	Begin implementation of FamLink which will enable workers to be more efficient with paperwork, reduce data entry and have better access to information.		Director of CATS

- \* FOPS = Field Operations  
FOSD = Finance and Operation Support Division  
P&PI = Program and Practice Improvement Division  
RA = Regional Administrators  
PM = Practice Model  
CA LT = Children’s Administration Leadership Team  
CATS = Children’s Administration Technology Services