



DSHS Children's Administration

Addressing Employee Concerns

Action Plan Progress Report

August 31, 2007

FOCUS AREAS:

- Communication
- Confidence in senior leaders
- Resources to do the job effectively

Over the last year, staff from Field Operations HQ met with social workers, support staff and supervisors in 51 DCFS and DLR field offices. We found out what you think is going well, what is not going well and ideas on how to make improvements so you can do your job better.

Through these visits we've learned there are common themes.

- You appreciate these visits and would like more open forums, with regional as well as headquarters management.
- There's a lack of understanding between headquarters and the field about roles and working conditions.
- There's a similar lack of understanding between DLR and DCFS.
- You want headquarters to communicate why and how decisions are made regarding work requirements.
- You want management to help you prioritize your work.
- There's a lack of basic infrastructure such as office equipment, supplies, space.
- There are not enough resources and/or providers for basic services like visitations and transportation.
- There's dissatisfaction with training.
- There's dissatisfaction with the personnel system.
- You like Informal, frequent recognition for the good work you do.



DSHS Children's Administration

Addressing Employee Concerns

Action Plan Progress Report

February 28, 2007

FOCUS AREAS:

- Communication
- Confidence in senior leaders
- Resources to do the job effectively

What we've been doing

- HQ and Regional management have been keeping you updated with news through all-staff email and newsletters.
- We have tried to listen to your needs and avoid changes that were not critical.
- The Area Administrators, Deputy RAs/SHPM4s and Regional Business Managers hold regularly scheduled meetings.
- Caseloads continue to go down as we are able to recruit, hire and train new staff. There were 89 more case carrying FTEs in June 2007 than in June 2006.
- Management decided to limit new policy roll-outs to twice a year, April and October, when at all possible. These are posted on the CA intranet for easy access.
- Since November 2006, peer support team members responded to a total of 78 requests for help following critical incidents.
- The workload study is completed and the final report is due out soon. The results will be used in the projection of future staffing needs and as a tool to determine staffing needs on an ongoing basis.
- Through regional focus groups and other avenues, you helped decide what elements to include in the new practice model.



DSHS Children's Administration

Addressing Employee Concerns

Action Plan Progress Report

February 28, 2007

FOCUS AREAS:

- Communication
- Confidence in senior leaders
- Resources to do the job effectively

Future Actions

Communication:

- Management staff from all HQ divisions and the regions will visit field offices on a more regular basis, but a minimum of once per year, per office.
- When completed, the results of a CA communications practices audit that was completed by The Casey Family will be used to continue to improve internal communications.
- The FamLink project continues to supply quarterly updates to keep staff informed as well as providing other activities where staff at all levels will receive information and be able to provide feedback directly.

Senior Leadership:

- Senior management will be trained on Solution Focused Casework on October 24 and 25, 2007.
- Scheduled visits to field offices by senior leaders will provide an open forum for exchange of views, information, ideas and appreciation for the work you do.



DSHS Children's Administration

Addressing Employee Concerns

Action Plan Progress Report

February 28, 2007

FOCUS AREAS:

- Communication
- Confidence in senior leaders
- Resources to do the job effectively

Future Actions

Resources:

- **A current list of HQ staff by area of expertise will be posted and maintained on the CA intranet so that staff can access program information when needed.**
- **New Practice Model coaches will be hired to provide coaching/mentoring to staff in the techniques of solution based casework.**
- **Representatives from all program areas and all regions are involved in the redesign of the CA Academy which will incorporate the new Practice Model.**
- **The new FamLink system, scheduled to go live in the Fall of 2008, is designed to increase the efficiency and effectiveness of field workers, with fewer steps and more thorough case analysis.**
- **DLR is making the recommended changes to the licensing process to improve efficiency, clarify roles and better support foster parents.**
- **The allotment process will more efficiently distribute funds responsive to regional needs and will encourage development of essential services in traditionally underserved areas of the state.**