

# ***2001 – 2003 Staff Redeployment Report to the Legislature***

**December 1, 2001**

**Chapter 7, Laws of 2001, E2, Section 202(5)**

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### ***Introduction***

Section 202(5) in Chapter 7, Laws of 2001, E2 (ESSB 6153a), requires the Children's Administration, Department of Social and Health Services (DSHS), to develop a plan for redeploying 30 Full Time Equivalents (FTEs) to case carrying social worker and support positions from other areas in the children and family services budget. In addition, this section requires the department to submit this FTE redeployment plan to the fiscal committees of the legislature by December 1, 2001.

(5) . . . To achieve the goal of reaching an average case ratio of 1:24 by the end of fiscal year 2003, the department shall develop a plan for redeploying 30 FTEs to case-carrying social worker and support positions from other areas in the children and family services budget. The FTE redeployment plan shall be submitted to the fiscal committees of the legislature by December 1, 2001.

### ***Development of the Redeployment Plan***

Each of the six regions of the Children's Administration was asked to identify FTEs that could be redeployed either to case carrying social worker positions or to positions that directly support case carrying social workers.

This was a difficult exercise because many positions in the Children's Administration that are not case carrying realistically could not be considered for redeployment. Some of these positions perform duties related to fiscal and budget control. Many other positions already provide direct support to social workers. Still others, such as intake and after hours positions, provide direct client services even though they are not characterized as "case carrying" positions.

### **Fiscal and Budget**

There are great pressures on the department, particularly at this time, to control expenditures and increase the federal funding portion of our budget. The Children's Administration is specifically directed by Section 202(8) of Chapter 7, Laws of 2001, E2, to achieve a higher rate of federal earnings in the foster care program and increase federal funding by \$16 million. With the expected shortfall in the state budget and the need to increase federal funding, it is important that the Children's Administration maintain staff who are devoted to increasing federal dollars as well as the fiscal and management staff necessary to ensure we stay within budget.

The positions that have direct impact on our ability to manage our budget include regional administrators, area administrators, business managers, accountants, contract coordinators, building managers, and payment and federal funding specialists. The Children's Administration expended approximately 39% of the 1999-2001 biennial budget (\$310 million) for purchased client and professional services, in addition to

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allotments for staff funding, building leases, cost reimbursement to licensed foster parents and support to families adopting children with special needs. Fiscal and management positions track spending and resources and ensure that appropriate controls are in place. Federal funding specialists are vital to increasing the federal funds that support our programs in the amount expected by the Legislature and the Governor.

Because we need to protect our budget, fiscal and business FTEs and the specialized staff who determine client eligibility for federal funding generally were not considered for redeployment to case carrying or direct support positions.

### Direct Service Positions (Non-Case Carrying)

Non-case carrying positions that provide direct services to our clients include the following.

- Ninety-four (94) Division of Licensed Resources (DLR) foster care workers who license and monitor homes and facilities, as well as investigate reports of child abuse and neglect and licensing violations in foster homes and licensed facilities.
- Sixty-eight (68) Home Support Specialists (HSS) who are paraprofessionals that are available to teach and demonstrate basic physical and emotional care of children, personal hygiene, and homemaking and life skills to families served by the agency.
- Eighty-two (82) intake social workers and 67 after hours intake social workers who perform the specialized function of receiving and processing reports of abuse and neglect from professionals and community members.

We did not consider redeploying many of these direct service staff. They provide valuable direct client service, similar to the case carrying social workers. The difference is that their work is not measured by caseload.

As part of the 15% budget reduction exercise that the Children's Administration (along with the rest of DSHS) was required to submit to Office of Financial Management, we proposed centralizing the after hours service. This would result in a budget reduction rather than a redeployment of FTEs. If the Children's Administration is not required to make this budget reduction, however, we could consider centralizing after hours service and redeploying most of those 28 FTEs to case carrying social worker and support positions.

### Support Positions

In July 2001, approximately 116 positions in the Children's Administration are first line supervisors and 175 positions are clerical support for case carrying units. These first line supervisors and clerical FTEs are allocated at ratios of 1:8 and 1:6 respectively and provide direct support to case carrying staff. They were not considered for redeployment. Those supervisors and clerical FTEs that do not supervise case carrying

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social workers and do not support case carrying social workers were considered for redeployment.

Other positions that provide support to social workers include 22 information technology (IT) system specialists. These FTEs provide staff with hardware support, one-on-one computer skills training, and ensure appropriate use of equipment and technology. The Children's Administration is funded at a ratio of one IT system specialist to 104 workstations, far below the DSHS average ratio of one to 64. Social workers need this support and these positions were not considered for redeployment.

Finally, there are 116 positions that perform specialized functions which support case carrying social workers or that carry special types of cases. These positions consist of 57 non-case carrying social workers, six child protective team coordinators, three community workers, 24 adoption home study social workers and program managers, eight group care coordinators and 18 others (payment specialists are included in this number).

These support positions include placement specialists who locate appropriate foster home placements for children who need out-of-home care and positions that coordinate group care to oversee that children are placed in the least restrictive setting possible. Some are court specialists who perform activities for social workers that result in better documentation of events and requirements that lead to improved court outcomes. Others provide Native American status identification, due diligence (a legal requirement to locate absent parents and sometimes serve petitions) and relative search (for placement of children). These support positions also may recruit foster parents, network with the community and coordinate family group conferences, Local Indian Child Welfare Advisory Committee (LICWAC), permanency and child protective teams. Some carry specialized cases opened for home studies or adoption services.

Many of these functions require a level of proficiency best suited for a designated social worker. At times, it is more efficient for a specialized function to be performed by a designated person. These positions generally are Social Workers or Social and Health Program Managers by classification. Some of these positions are included in our redeployment plan.

### ***Redeployment Plan***

The FTEs we are planning to redeploy to case carrying social workers or to positions that provide direct support to case carrying social workers are identified below. In developing this plan, we looked primarily to positions that do not impact our ability to effectively manage and control our budget and that do not provide direct client services.

The positions identified for redeployment are listed by region.

#### **Region 1 – Total 5.5**

- Three Social Workers specializing as placement specialists to be redeployed to case carrying positions.
- One Community Resource Program Manager (CRPM) to be redeployed to a case carrying position.

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- One Human Resource Consultant Assistant (HRCA), personnel assistant, to be eliminated and re-established as a case carrying position.
- One half of a Social Worker position currently specializing in foster home recruitment to be redeployed to a case carrying position.

### Region 2 – Total 3.0

- Two CRPMs to be redeployed to case carrying positions.
- One Secretary Senior position assigned administrative duties to be re-established as a case carrying position.

### Region 3 – Total 4.5

- One Social Worker position dedicated to resource coordination to be redeployed to a case carrying position.
- One Social Worker who currently plans and coordinates family group conferences to be redeployed to a case carrying position.
- One half of a Social Worker position currently designated as a court specialist to be redeployed to a case carrying position.
- Two local office Human Resource Consultant Assistant (HRCA), personnel assistant, positions to take over public disclosure activities to support case carrying positions.

### Region 4 – Total 6.0

- One Social and Health Services Program Manager 2 (SHPM2), currently assigned to organize the KIRO Holiday Magic gift giving for children in foster care and Employee Recognition programs, to be re-established as a case carrying position.
- One WMS Band 2 program manager, currently overseeing the decentralization of the adoption program, to be re-established as a case carrying position.
- One Social and Health Services Program Manager 1 (SHPM1), currently used as a training coordinator for the region, to be re-established as a case carrying position.
- One Social Worker 4 (SW4) position, a quality assurance position, to be re-established as a case carrying position.
- One Home Support Specialist position currently assigned to support the African American Children's Section to be converted to a case carrying position.
- One Secretary Senior position primarily engaged in program evaluation and KIRO Holiday Magic coordination to be converted to a case carrying position.

### Region 5 – Total 5.5

- One CRPM position to be redeployed as a SW3 that will provide case support as a Kidscreen specialist.

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- One SHPM1 position currently assigned as a liaison to the tribes and LICWAC staffing team coordinator to be converted to a case carrying position.
- One SHPM2 position assigned to support adolescent services, the Independent Living Skills program and prognostic staffing coordination to be converted to a case carrying position.
- One Social Worker position currently specializing in court liaison activities to be redeployed to a case carrying position.
- One and one half Social Worker FTEs dedicated to Intake duties to be converted to case carrying positions.

### Region 6 – Total 4.5

- Some of the duties of the SHPM2 positions to be eliminated or condensed and 2.3 FTEs redeployed to case carrying positions. These duties include training coordination and monitoring, diversity activities, group care coordination, foster care placement coordination and those performed by CRPMs.
- Part of the duties (0.7 FTE) performed by the Office Assistant Senior (OAS), covering phones and mail, to be reassigned and the position redeployed to case support unit clerk activities.
- One Office Support Supervisor 2 (OSS2) to be redeployed as an Office Assistant Senior Lead (OASL) to perform case support unit clerk activities.
- One half of an Intake FTE to be redeployed to a case carrying position.

### Division of Licensed Resources (DLR) – Total 1.0

- Some of the duties of the SHPM3 positions to be eliminated or condensed and one FTE redeployed to a case carrying position. These duties included foster parent training and program management for the Child Abuse and Neglect Section and Office of Foster Care Licensing.