



Workload Study

Final Report – September 2012

Prepared for Alaska Office of Children's Services

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EXECUTIVE SUMMARY

In the spring of 2006, Hornby Zeller Associates, Inc. (HZA) concluded a workload study for Alaska's Office of Children Services (OCS) because of the agency's concern that caseworkers had workloads greater than they could handle appropriately. The results of the study were later used to support increases in Children's Services Specialists. In fact, approximately 80 front line positions were funded. However, there was no concomitant analysis of the need for support staff with the result that caseworkers now carry out more support functions than they once did. Appropriate increases in support staff will afford caseworkers more time to work with children and families and provide OCS with greater efficiency by having less costly staff perform activities which are supportive in nature.

Acknowledging the benefits of the empirical method for measuring resource need which yielded the increases in Children's Services Specialists, OCS again contracted with HZA through a competitive bid process to perform a second workload study, this time focusing on Social Services Associates and Office Assistants, i.e., the staff who provide support to caseworkers. In addition, a second concern influenced the focus of the current study. Policies which govern the licensing of family foster homes and Child Placement Agencies were revised in recent years. Here the concern was that the results of the previous study related to Community Care Licensing Specialists were outdated.

The study uses three pieces of information. First, contacting staff at various times of the day to determine the activities in which they are engaged, HZA uses the random moment survey to calculate the amount of time they spend working on specific, identifiable children's services cases, as opposed to performing administrative or training tasks. From the random moment survey HZA determines what in this report is called "time available for casework," one essential part of the calculation of overall need for staff carrying caseloads, including Community Care Licensing Specialists. In this study the random moment survey also showed how much time case carrying staff spend in support activities which could be transferred to Social Services Associates and Office Assistants.

The second piece of information comes from a time study which measures how much time each type of case requires to be handled in conformity with policy. For the time study staff keep logs of what they do for each case for six weeks, identifying the type of activity, the type of case for which the activity was done and the amount of time it took to complete the task.

The third piece of information is the number of cases actually being carried by caseworkers¹ and Community Care Licensing Specialists. The count of cases will come from ORCA. These three pieces of information can be used to estimate the number of case carrying staff needed to conduct the work of OCS, specifically by applying the formula below.

$$\frac{\text{Amount of time each type of case requires} \times \text{Number of cases of each type}}{\text{Amount of time staff have available for casework}}$$

The number of support staff needed is derived by measuring the amount of time staff carrying cases spend in support functions which could reasonably be transferred to support staff. This is then turned into ratios of support staff to staff carrying cases.

Findings

Time Available for Casework

The basic purpose of the random moment survey was to measure how much time staff have to devote to case related work as opposed to administrative, training and leave activities. The amount of time caseworkers spend on case specific work has increased since 2006. Not surprisingly, Office Assistants spend the largest portion of their time engaged in administrative activities, most of which are clerical.

The table which follows describes how staff currently spend their time.

Table E-1 – Percents of Time Spent on Task Categories by Staff Type					
Staff Type	Case Specific	Administrative	Training	Leave	Total
Caseworkers	75.9%	8.7%	3.8%	11.6%	100%
Community Care Licensing Specialists	62.1%	17.7%	3.8%	16.5%	100%
Social Services Associates	66.3%	19.6%	1.9%	12.2%	100%
Office Assistants	23.1%	55.6%	2.4%	18.9%	100%
Total	60.0%	22.7%	3.1%	14.2%	100%

Variation was found by location or size of the area in which staff work. One of the larger geographic differences was among Office Assistants. In the remote and medium size offices a larger percentage of Office Assistants reported case specific activities; they spent more time arranging case related travel for staff carrying caseloads. Geographic differences were also noted among Social Services Associates. While these staff spent a percentage of their time in clerical activities, preparing forms or providing clients with transportation when engaged in case specific

¹ Here, and throughout the report, Children’s Services Specialists and Social Workers will be considered synonymously as Caseworkers. With their positions being similar in scope, it is difficult to separate one from the other.

activities, nearly a third of the Social Services Associates' case specific time in the Anchorage Office involved supervising family visits.

Table E-2 – Percents of Time Spent on Task Categories by Geographic Size or Location					
Staff Type	Case Specific	Administrative	Training	Leave	Total
Caseworkers					
Urban	74.9%	7.9%	4.4%	12.8%	100%
Medium	76.6%	9.0%	2.5%	11.9%	100%
Remote	78.0%	11.9%	5.1%	5.1%	100%
Community Care Licensing Specialists					
Urban	61.9%	17.3%	5.7%	15.2%	100%
Medium	62.4%	18.2%	1.3%	18.2%	100%
Social Services Associates					
Urban	74.3%	12.6%	3.2%	9.9%	100%
Medium	68.7%	13.1%	0.00%	18.2%	100%
Remote	44.4%	44.4%	1.2%	9.9%	100%
Office Assistants					
Urban	11.5%	61.6%	1.9%	25.1%	100%
Medium	38.8%	45.0%	3.9%	12.3%	100%
Remote	33.3%	60.0%	0.0%	6.7%	100%

This study assumes that the amount of time workers spend on particular types of activities is the amount of time they have available to do so. Applying the data from the random moment survey, out of the 157.5 available work hours in each month, staff devote the following to case specific work.

- Caseworkers have 119.5 hours;
- Community Care Licensing Specialists have 97.8 hours;
- Social Services Associates have 104.4 hours; and
- Office Assistants have 36.4 hours.

Transfer of Case Specific Activities

The random moment survey data were also used to identify the percentages of time spent on case specific tasks which could be transferred to the responsibility of Social Services Associates and Office Assistants. Examples of support type activities which could be transferred include checking for criminal or service history, filing or photocopying or scheduling court hearings. Caseworkers spend 9.3 percent of their time engaged in such activities while Community Care Licensing Specialists spend 8.4 percent. In a seven and one-half hour day, these percentages represent 38 to 42 minutes of activity which could be performed by support staff. In the average month, which comprises 157.5 hours, an additional 13.2 to 14.6 hours would be available to case carrying staff to devote to case work if all the activities categorized as transferable were performed by support staff.

While it would be ideal to transfer full responsibility for support activities to support staff, it is unrealistic to expect that will be possible. Therefore, this study assumes that 75 percent of the activities can be transferred to either Social Services Associates or Office Assistants.

The study yielded both estimates of the number of current support staff needed and ratios of support staff to staff with caseloads which can be used for ongoing balancing of the support functions. To provide for sufficient support staff to help caseworkers, just over 14 full-time equivalent Social Services Associates and 14 full-time equivalent Office Assistants would be needed based on the number of caseworkers in May of 2012. To support Community Care Licensing Specialists an additional three full-time equivalents of each type of support staff would be needed. The ratios which correspond to these figures and which should be used to maintain appropriate levels of each kind of staff are the following:

- 1 Social Services Associate to every 4.2 caseworkers;
- 1 Office Assistant to every 3.9 caseworkers;

- 1 Social Services Associate to every 4.7 Community Care Licensing Specialists;
- 1 Office Assistant to every 4.3 Community Care Licensing Specialists.

Time Needed to Work on Provider Cases

One of the goals of the study was to update the standards of time needed to handle provider cases to determine the number of Community Care Licensing Specialists needed to handle OCS’ provider case volume. The general expectation leading to the request for the study of Community Care Licensing Specialists was that changes in policy have increased the time required to handle a case. The findings confirmed that expectation.

Table E-3 displays the time needed to handle the provider or licensing case types.

Table E-3 – Time Needed to Handle Provider Case Types	
Case Type	Hours per Month or Process
Foster Home Provisional Licensing Assessment	5.4
Foster Home License Renewal	2.4
Foster Home Support	1.9
Child Placement Agency Licensing Assessment	6.8
Child Placement Agency Licensing Renewal	5.2
Child Placement Agency Support	2.7

Using counts of provider case types active during the month of May in applying the time standards for each provider case type, 40.3 Community Care Licensing

Specialists, expressed as full-time equivalents, are needed to handle the present volume of provider cases. OCS had 27 licensing specialists participate in the workload study which means 13 additional Community Care Licensing Specialists are needed to handle the present workload.

Recognizing it will take time to realize the increases which are needed, the table below displays need by region, offering a snapshot of where staff resources are most needed to support the present volume of provider cases.

Table E-4 – Community Care Licensing Specialist Staffing Need by Regional Office			
Regional Office	Current FTE's	Additional FTE's Needed	Total FTE's
Anchorage Regional Office	10	4.4	14.4
Northern Regional Office	6	.4	6.4
Southcentral Regional Office	8	4.8	12.8
Southeastern Regional Office	2	2.3	4.3
Western Regional Office	1	2.1	3.1
Total	27	13.0²	41.0

² The total count of FTEs needed when displayed regionally does not equal the amount needed when presented as a statewide need due to rounding.

INTRODUCTION

In the spring of 2006, Hornby Zeller Associates, Inc. (HZA) concluded a workload study for Alaska's Office of Children Services (OCS) because of the agency's concern that caseworkers had workloads greater than they could handle appropriately. The results of the study were later used to support increases in Children's Services Specialists, specifically. While increases in staff resources resulted for caseworkers, similar increases have yet to be requested for support staff, leaving caseworkers to carry out some of those support functions. Appropriate increases in support staff will afford case carrying staff more time to work with children and families and provide OCS with improved efficiency by having less costly staff perform activities which are supportive in nature.

Acknowledging the benefits of the empirical method for measuring resource need which yielded the increases in Children's Services Specialists, OCS again contracted with HZA through a competitive bid process to perform a second workload study, this time focusing on Social Services Associates and Office Assistants, i.e., the staff who provide support to caseworkers. In addition, a second concern influenced the focus of the current study. Policies which govern the licensing of family foster homes and Child Placement Agencies were revised in recent years. Here the concern was that the results of the previous study related to Community Care Licensing Specialists were outdated.

As with the previous study, the information collected here will serve to guide OCS in measuring the number of licensing staff it needs to handle the work while complying with policy requirements. Results from the study related to Social Services Associates and Office Assistants, on the other hand, will be used to develop ratios of staff needed to support case carrying staff. The ratios will be determined in conjunction with identifying the proportion of time caseworkers currently engage in activities that could be transferred to OCS' support staff.

METHODOLOGY

The workload measurement used in this study rests on three pieces of information. These are:

1. the amount of time staff have available to devote to casework,
2. the amount of time each type of case requires and
3. the number of cases of each type.

As described below, the first item, the time staff have available for casework, is determined by the results of a random moment survey, while the amount of time each type of case requires is determined through a time study. The number of cases of each type comes from OCS' case management system, ORCA.

These three pieces of information can be used to estimate the number of staff needed to conduct the work of OCS, specifically by applying the formula below.

$$\frac{\text{Amount of time each type of case requires} \times \text{Number of cases of each type}}{\text{Amount of time staff have available for casework}}$$

Prior to the start of data collection, HZA met with OCS staff from a variety of locations across the state to identify the types of cases and the range of activities which would be used to quantify need. OCS staff were trained in how to participate in the data collection strategies, i.e., the time study and random moment survey, via a webinar.

Time Available for Casework

A random moment survey (RMS) was used to gather information which would be used to measure the time staff have available for casework. The results, which identify the proportions of time staff are engaged in discrete activities, also serve as a resource to identify activities carried out by case carrying staff which could be transferred to support staff.

Random samples of staff and times were drawn for the six-week data collection period, beginning April 9, 2012 and concluding May 18, 2012. The random sample of staff was divided into five types:

- Children's Services Specialists,
- Social Workers,
- Community Care Licensing Specialists,
- Social Services Associates and
- Office Assistants.

At each sampled time, the selected staff person received an automated email asking him or her to respond to a brief online survey to identify the activity being performed at that time. A follow-up email was sent 24 hours later if a response had not been received, with an additional follow-up email sent at the 48 hour mark if a reply had still not been received.

The following table shows the sample sizes and rates of response by staff type. An overall response rate of 97 percent was achieved.

Table 1 – Random Moment Survey Participation		
Staff Type	RMS Size	Rate of Response
Children’s Services Specialists	1,098	97.3%
Social Workers	815	97.5%
Community Care Licensing Specialists	837	96.3%
Social Services Associates	975	96.8%
Office Assistants	1,015	99.0%
Total	4,740	97.4%

Given the similarity in the nature of their work, data collected for Children’s Services Specialists and for Social Workers have been combined for purposes of analysis and resource need. Throughout the report the combined group will be referred to simply as “caseworkers.”

The samples of randomly selected times were also stratified to capture the differences in the sizes and locations of the offices. The table below presents how each location was categorized.

Table 2 – Categorization of Offices			
Urban	Medium	Remote	
Anchorage	Bethel Fairbanks Juneau Kenai Wasilla	Aniak Barrow Craig Delta Dillingham Gakona Galena Homer Ketchikan	King Salmon Kodiak Kotzebue McGrath Nome Petersburg Seward Sitka St. Mary’s Valdez

In conjunction with the RMS, over the course of six days during the data collection period, a random sample of Children’s Services Specialists was shadowed in each of

six local offices across the state. One worker was shadowed in each of the Juneau, Nome, Sitka and Wasilla offices and two staff were shadowed in Anchorage. The shadowing was used to gather observational evidence on activities which could be transferred to Social Services Associates and Office Assistants with the results largely mirroring those of the RMS.

Time Needed for Casework

The time study involved only Community Care Licensing Specialists, Social Services Associates and Office Assistants. It too was conducted during the six-week data collection period to measure the average time it takes to complete case activities. Using a secure, web-based tool, staff recorded case specific tasks which they completed during the data collection period on a daily basis, identifying the type of activity, the type of case for which the activity was completed and the amount of time it took to complete each task.

The data were used to measure the time needed to work on provider cases by Community Care Licensing Specialists. All case specific time was divided into two groups, specifically, policy standard activities and practice standard activities. For purposes of the study, these are defined as follows.

Policy Standard Activities are activities which are required by policy *for every case of a given type every month or for every event of a specified type*. For instance, a home visit or site visit must be completed as part of the provisional licensing assessment for foster family homes and Child Placement Agencies.

Practice Standard Activities are activities which need to be done in practice, even though policy does not dictate them as being required for every case or every month. For example, a relative placement search does not have to be done on a monthly basis, only at the time of placement. Other practice standard activities are needed for some cases, but not all.

The time needed for policy standard activities was calculated as the average time spent on those activities *among those cases where the activities actually occurred*. The analysis then attributes the time to all cases of that type when measuring the time needed to handle cases, regardless of whether the activity was performed during the time study.

The average time spent on practice standard activities is measured *among all cases* of that type, whether or not the activity occurred. Here it is assumed there are some cases which receive no attention during a given month, such as at the provider support stage, and this was assumed to be appropriate. The time needed to handle a case appropriately is then calculated as the sum of the policy and practice time standards.

Comparison to Other Studies

A review was done of workload studies completed in other states, including those completed by HZA. In part this was done to show the similarities as well as differences resulting for the present study to those conducted for other states. It was also done to shed light on how other states have chosen to measure the resources needed to support its case carrying staff.

FINDINGS

The results of the study are divided into several sections. First, descriptive data collected from the random moment survey of how staff spend their time is provided for the various OCS staff types. Second, activities which could be transferred to Social Services Associates and Office Assistants are discussed, along with a process for measuring the numbers of support staff needed. Third, the time needed by Community Care Licensing Specialists to handle cases is presented based on the results of the time study.

Random Moment Survey Results

How Staff Spend Their Time

The basic purpose of the random moment survey (RMS) was to measure how much time staff have to devote to case related work. It also provides an opportunity to examine how staff spend their time. Staff were asked to identify specific tasks they were completing upon receipt of the RMS. Activities are broadly defined as case specific, administrative, training and leave.

Case specific includes tasks such as screening for history of abuse and neglect; arranging for travel to meet face-to-face with the child, parents and caregivers; preparing case plans and recording case documentation into ORCA.

Administrative includes reviewing policy manuals, attending supervisory meetings and performing general clerical work, e.g., processing time sheets.

Training includes both delivering and receiving training.

Leave includes breaks, vacations, family leave and other time spent not working during normal work hours.³

Table 3 – Percents of Time Spent on Task Categories by Staff Type

Staff Type	Case Specific	Administrative	Training	Leave	Total
Caseworkers	75.9%	8.7%	3.8%	11.6%	100%
Community Care Licensing Specialists	62.1%	17.7%	3.8%	16.5%	100%
Social Services Associates	66.3%	19.6%	1.9%	12.2%	100%

³ Lunch is excluded from the analysis because the hour staff have available for this activity is not included in the hours they are expected to work.

Table 3 – Percents of Time Spent on Task Categories by Staff Type

Staff Type	Case Specific	Administrative	Training	Leave	Total
Office Assistants	23.1%	55.6%	2.4%	18.9%	100%
Total	60.0%	22.7%	3.1%	14.2%	100%

Staff most often reported using vacation or personal leave as the reasons for their leave time. When the percentages of sick and vacation or personal leave time are applied to the average number of hours staff work in a year, staff use an average of two weeks in sick leave and approximately four weeks in vacation leave annually. The table below displays the breakdown of non-work time across the four staff types.

Table 4 – Percents of Time Spent on Categories of Leave by Staff Type

Task	Caseworkers	Community Care Licensing Specialists	Social Services Associates	Office Assistants
Breaks	0.6%	1.7%	0.8%	2.2%
Sick Leave	3.3%	4.3%	3.4%	6.0%
Unauthorized/Disciplinary	0.1%	0.0%	0.0%	0.0%
Vacation/Personal	7.6%	10.4%	8.0%	10.8%
Total	11.6%	16.5%	12.2%	18.9%

Geographic Differences

Variation was found by the size of the area in which staff work. The table below provides the breakdown of time spent in each category of activity by staff type and geographic location.

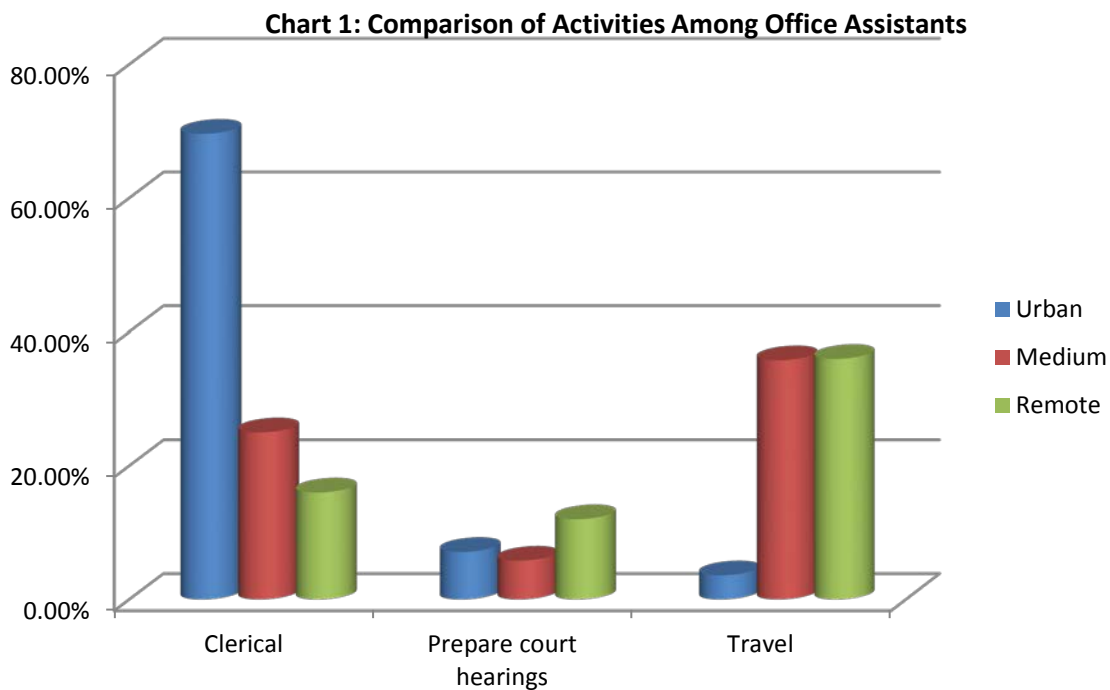
Table 5 – Percents of Time Spent on Task Categories by Geographic Size or Location

Staff Type	Case Specific	Administrative	Training	Leave	Total
Caseworkers					
Urban	74.9%	7.9%	4.4%	12.8%	100%
Medium	76.6%	9.0%	2.5%	11.9%	100%
Remote	78.0%	11.9%	5.1%	5.1%	100%
Community Care Licensing Specialists					
Urban	61.9%	17.3%	5.7%	15.2%	100%
Medium	62.4%	18.2%	1.3%	18.2%	100%
Social Services Associates					
Urban	74.3%	12.6%	3.2%	9.9%	100%
Medium	68.7%	13.1%	0.00%	18.2%	100%
Remote	44.4%	44.4%	1.2%	9.9%	100%

Table 5 – Percents of Time Spent on Task Categories by Geographic Size or Location

Staff Type	Case Specific	Administrative	Training	Leave	Total
Office Assistants					
Urban	11.5%	61.6%	1.9%	25.1%	100%
Medium	38.8%	45.0%	3.9%	12.3%	100%
Remote	33.3%	60.0%	0.0%	6.7%	100%

One of the larger geographic differences was among Office Assistants and how their time is spent. In the remote and medium size offices a higher percentage of Office Assistants reported case specific activities, with greater support provided to case carrying staff in terms of travel in these offices. Office Assistants in the remote offices spend 32 percent of their case specific time making travel arrangements while those in the medium offices spend almost the same amount of time. When Office Assistants in the Anchorage office reported time for travel, it was for actual time spent travelling. A chart follows which displays the differences among Office Assistants for the most frequently completed categories of case specific tasks reported.



Geographic differences were also noted among Social Services Associates. In remote offices, Social Services Associates were more apt to be involved in clerical activities, preparing forms, requesting funds for services or providing clients with transportation when engaged in case specific activities. Those in medium offices were likely to be engaged in similar activities, but also engaged in inputting data into ORCA or supervising family visits. Nearly a third of the Social Services Associates' case specific

time in the Anchorage office involves supervising family visits followed by conducting background checks, providing transportation to clients and inputting data into ORCA.

A few other notable geographical differences are listed below.

- In remote locations caseworkers reported the largest amount of time spent working on cases, specifically spending a large amount of time engaging in face to face contacts with clients.
- Social Services Associates in remote locations reported the least amount of time spent working on cases.
- Community Care Licensing Specialists and Office Assistants reported more time spent on case specific tasks in the medium offices.
- Office Assistants in the urban locations spent the smallest proportion of their time on case specific activities, yet Social Service Associates were more apt to be engaged with families in urban areas.

Time Available to Work on Cases

As mentioned, a key purpose of the random moment survey was to measure how much time staff have to devote to case related work. OCS staff officially work, on average, seven and one-half hours per day, five days a week. Assuming 21 work days in the average month, staff work an average of 157.5 hours per month. As noted from the results of the random moment survey, staff, regardless of position or type, do not have a full 157.5 hours each month or even 7.5 hours a day to work on cases.

Applying the data collected from the random moment survey, i.e., the percentage of time each staff type spends on case specific work versus other activities, the hours which staff have to devote to case specific work are as shown in Table 6.

Table 6 – Percents of Time Spent on Cases and Hours Available for Cases Per Month		
Staff Type	Percent of Case Specific Time	Hours Available Monthly
Caseworkers	75.9%	119.5
Community Care Licensing Specialists	62.1%	97.8
Social Service Associates	66.3%	104.4
Office Assistants	23.1%	36.4

The results will be used later to measure the level of resources needed to handle OCS' licensing caseload and to shift support functions from caseworkers to support staff where appropriate.

Transfer of Responsibility for Case Specific Activities

One of the goals of the present workload study is to identify the work which could be shifted from case carrying staff to support staff, allowing case carrying staff to spend more time with the children and families they serve. This provides an economic advantage to OCS, as well, by having support activities, such as arranging for travel or supervising visits, carried out by less costly staff.

The process for deciding which responsibilities should be transferred begins with an examination of the activities currently performed by staff and the percentage of time they spend on each activity. Using data from the random moment survey, Table 7 shows the percentage of time spent on each task, broken down by staff type.

Table 7 – Percents of Time Spent on Categories of Tasks by Staff Type				
Task	Caseworkers	Community Care Licensing Specialists	Social Services Associates	Office Assistants
Intake activities	9.6%	0.7%	0.4%	0.0%
Background checks	1.8%	2.2%	8.4%	0.0%
Face-to-face contacts in the home	8.5%	2.2%	0.5%	0.0%
Face-to-face contacts not in the home	6.8%	1.3%	1.6%	0.2%
Other face-to-face contact	0.0%	0.0%	0.8%	0.0%
Non face-to-face contact	5.5%	3.3%	1.3%	0.1%
Placement decision	2.3%	0.0%	0.1%	0.1%
Initial assessment decision	1.7%	0.1%	0.1%	0.1%
Service planning	1.5%	0.0%	0.0%	0.0%
Case specific meetings	3.1%	0.3%	0.1%	0.7%
Case consultation	3.7%	3.5%	3.8%	0.5%
Case reviews	2.5%	0.0%	0.4%	1.1%
Service arrangement or provision	3.3%	0.7%	2.3%	0.5%
Eligibility determination	0.1%	0.1%	0.9%	0.0%
Travel	1.7%	2.0%	2.0%	6.2%
Transportation of client	0.7%	0.1%	9.6%	0.8%
Family contact/visitation	1.7%	0.0%	16.6%	0.1%
Report preparation	2.6%	0.7%	0.1%	0.0%
Policy review and clarification	0.2%	0.4%	0.0%	0.0%
Prepare for court hearings	3.4%	0.1%	0.8%	1.6%
Participate in court hearings	1.5%	0.0%	0.0%	0.1%
Supervisory tasks	0.0%	4.2%	0.1%	0.0%
Licensing and monitoring	0.3%	31.3%	0.4%	0.8%
Clerical	1.2%	3.2%	4.4%	8.4%
Computer documentation	6.9%	3.3%	7.6%	1.0%
Paper documentation	5.2%	1.4%	4.1%	0.6%

Table 7 – Percents of Time Spent on Categories of Tasks by Staff Type

Task	Caseworkers	Community Care Licensing Specialists	Social Services Associates	Office Assistants
Conflicts, appeals and grievances	0.2%	0.3%	0.0%	0.1%

Next the percentage of time case carrying staff spend on tasks which could be transferred to Social Services Associates or Office Assistants needs to be identified. Table 8 displays the percentage of time caseworkers and Community Care Licensing Specialists spend engaged in case activities which are supportive in nature.

Table 8 – Support Activities Carried out by Non-support Staff

Case Specific Activity	Caseworkers	Community Care Licensing Specialists
Check for criminal history	1.1%	0.9%
Check for history of abuse and neglect	0.7%	1.0%
Check for service history	0.1%	0.0%
Conduct fingerprinting	0.1%	0.3%
Schedule case review	0.3%	0.0%
Schedule team meeting	0.9%	0.0%
Filing	0.3%	1.6%
Mailing/Faxing/Scanning	0.7%	0.7%
Photocopying	0.1%	0.3%
Shredding	0.0%	0.1%
Conduct computer inquiries	0.2%	0.4%
Support from another office	0.1%	0.1%
Request of funds	0.2%	0.0%
Arrange for family contact	1.4%	0.0%
Supervise visits	0.3%	0.0%
Case transfer checklist	0.1%	0.0%
Court document entry and filing	0.1%	0.0%
Schedule court hearing	0.4%	0.0%
Prepare and send (court) notifications	0.1%	0.0%
Make requests for funds and vouchers	0.3%	0.0%
Arrange transportation of client	0.4%	0.0%
Provide transportation of client	0.3%	0.1%
Arrange travel	0.9%	0.3%
Conduct background check – Licensing	0.1%	1.7%
Conduct fingerprinting – Licensing	0.1%	0.9%
Total	9.3%	8.4%

In a seven and one-half hour day, these percentages represent 38 to 42 minutes of activity performed by each of the three staff types. In the average month, an additional 13.2 to 14.6 hours would be available for case carrying staff to devote to case work if the activities listed above were solely performed by Social Services Associates and/or Office Assistants. Because these are activities which support staff are currently performing to one extent or another, one key reason they do not carry out all of them is that there are simply not sufficient support staff available to do so.

Table 8 does not include all tasks which might be considered supportive in nature because not all of them can reasonably be transferred. Perhaps the most notable example involves entering data into ORCA. That has become the primary means of creating case documentation and, if an attempt were made to transfer it to support staff, caseworkers and Community Care Licensing Specialists would still need to complete paper documentation to tell the support staff what to input. During the shadowing component of the study, in fact, Children's Services Specialists were found to be spending minimal time completing case notes on paper (1.4 percent). Instead, the staff spent seven percent of their time recording information directly into ORCA. The transfer of this responsibility would most likely be a serious loss of efficiency on all sides. Thus, none of that function is included in the estimates provided here.

Measuring Staffing Need Based on a Shift in Responsibilities

Based on the findings here, caseworkers spend an average of 14.6 hours per month on support activities. Across their 184 funded positions, caseworkers spend 2,695 hours each month performing activities which could be transferred to the responsibility of Social Services Associates and Office Assistants. While the intent is to transfer full responsibility for support activities to support staff, it is unrealistic to expect that will be possible. If, however, at least 75 percent of the support activities performed by caseworkers were done by Social Services Associates and Office Assistants, a time savings of 2,021 hours would be realized monthly while markedly increasing efficiency.

Social Services Associates have nearly three times as much time available to perform case specific work as do Office Assistants, so transferring more of the support work to the Social Service Associates will reduce the overall number of additional staff needed. Based on the number of hours available for case work, Social Services Associates would assume responsibility for 1,499 hours of the work now carried out by caseworkers and Office Assistants the remainder or 522 hours. In total, 14.4 additional Social Services Associates, measured as full-time equivalents, and 14.4 Office Assistants, also measured as full-time equivalents, are needed.

The same process, expressed below as a formula, may be applied to calculate the increases in Social Services Associates and Office Assistants needed to support Community Care Licensing Specialists.⁴

⁴ A detailed explanation of the formula is provided in Appendix D.

- A Average monthly work hours (157.5)
- B Percent of support activities carried out by case carrying staff
- C Number of current case carrying staff
- D Percent of support activities currently performed by staff carrying caseloads which can reasonably be transferred to support staff (75%)
- E Percent of support activities to transfer to Social Services Associates (74%)
- F Percent of support activities to transfer to Office Assistants (26%)
- G Time Social Services Associates have available for case work (104.4 hours)
- H Time Office Assistants have available for case work (36.4 hours)

Using the items listed, the following illustrates the formulas used to measure the numbers of additional support staff needed when transferring responsibilities for case activities.

Social Services Associates

$$(A \times B \times C \times D \times E) \div G$$

Office Assistants

$$(A \times B \times C \times D \times F) \div H$$

The table below summarizes the results based on the random moment survey and case volume.

Table 9 – Additional Full-time Equivalents Needed to Support Transfer of Responsibilities		
	Social Services Associates	Office Assistants
Caseworkers	14.4	14.4
Community Care Licensing Specialists	2.8	2.8
Total	17.2	17.2

While a number of states have conducted workload studies to quantify the numbers of staff they need to manage their caseloads, the emphasis is generally on caseworkers and not on support staff. One exception is a workload study which HZA conducted for the Virginia Department of Social Services in 2000. Aside from calculating the number of front line workers required to handle the Department's existing workload, HZA was charged with calculating the number of clerical, support, supervisory and administrative staffing needed as well.

The study answered the question "What are the appropriate ratios of other types of staff to front line staff?" The assumption behind the model was that the need for resources other than front line workers must be a function of the number of workers. The following ratios were proposed for ongoing measurement of resource need:

- one supervisor for every six caseworkers;
- one administrator for every 9.09 caseworkers; and

- one clerical staff for every 3.76 workers, supervisors and administrators.

The model did not add staff for support, such as case aides, but posited that every aide hired should be considered equivalent to 0.724 front line workers.

Using the same approach as applied in Virginia for the current study in Alaska, ratios of support staff to case carrying staff were calculated. The results are presented below, based on the count of present caseworkers and the number of Community Care Licensing Specialists needed to manage the present volume of provider cases (40.3), which will be discussed below, and the total count of support staff needed. Using the total hours of support activities currently carried out by case carrying staff, percentages of their respective times were calculated to apply to the support staff so Social Services Associates and Office Assistants were not duplicated when calculating the ratios.

- 1 Social Services Associate to every 4.2 Caseworkers
- 1 Office Assistant to every 3.9 Caseworkers

- 1 Social Services Associate to every 4.7 Community Care Licensing Specialists
- 1 Office Assistant to every 4.3 Community Care Licensing Specialists

As with the increase realized in Children's Services Specialists positions in recent years, increases in support staff will probably need to occur over time. Sudden large influxes of staff are often difficult for agencies to handle, straining both recruitment and training capacities. This means that even if the funds are made available for immediate increases, efficiency could suffer.

In deciding how to phase in the increases, OCS should consider both the staff types and the geographic differences. First, from a fiscal perspective, the higher volume of caseworkers employed by OCS as compared to Community Care Licensing Specialists suggests increases in Social Services Associates and Office Assistants should begin with gaining support for these front line positions. Second, notable geographic differences were evidenced earlier in the report as to the amount of time the different staff types spend on case specific activities.

The results of the RMS noted geographic differences in the percentage of time caseworkers spend in face-to-face contact with their clients. Such staff in the remote offices spend one third of their case specific time in face-to-face contact while caseworkers in Anchorage and those in medium locations each spend less than one quarter of their time on such activities.

Using a goal of spending 50 percent of a caseworkers' time in face-to-face contact with children and families, the table which follows provides an allocation of the Social Services Associates and Office Assistants needed geographically to realize that goal.

Table 10 – Distribution of Support Staff Needed to Support Caseworkers

Location	Needed Increase	Social Services Associates	Office Assistants
Urban	16%	2.3	2.3
Medium	55%	7.9	7.9
Remote	29%	4.2	4.2
Total	100%	14.4	14.4

A similar strategy could be used in the future to fund positions to provide greater support to Community Care Licensing Specialists.

Time Needed by Licensing Specialists to Work on Cases

Prior to the start of data collection, participants of the onsite focus groups and program managers identified the types of cases for which Community Care Licensing Specialists are responsible. Case types were defined by the type of provider, i.e., Foster Care or Child Placement Agency, and further categorized by an event, i.e., assessment, conversion from provisional to renewal or biennial renewal, or status, i.e., emergency versus non-emergency or support. A final case type was added for provider investigations.

Table 11 displays the time currently spent by Community Care Licensing Specialists on cases of different types as reported in the time study, including those which are not specific to licensing.

Table 11 – Actual Time Spent by Community Care Licensing Specialists

Case Type	Hours per Month or Process
Screening/Intake Report	0.6
Information and Referral or Service Request	0.7
Provider Child Protection Investigation	2.0
Ongoing Child Protection Services with Custody	2.0
Ongoing Child Protection Services without Custody	3.5
Initial Provision Licensing Assessment (Emergency)	2.1
Initial Provision Licensing Assessment (Non-emergency)	1.1
Foster Care License Conversion from Provisional to Biennial	1.3
Foster Provider Biennial Renewal	1.5
Foster Provider Support	1.5
Child Placement Agency Licensing Assessment	1.8
Child Placement Agency Licensing Conversion from Provisional to Biennial and Biennial Renewal	4.7
Child Placement Agency Support	2.2

Some of the average hours represent hours per month while others represent hours per process. Most of the case types for licensing represent a process rather than a month, i.e., a decision must be made as to the licensure of the resource. In fact, Foster Provider Support and Child Placement Agency Support are the sole case types which represent hours per month. The requirements for completing the initial assessment or renewal are defined by the process, i.e., the activities which must be done to satisfy policy standards.

As described in the methodology chapter, the time spent on cases by Community Care Licensing Specialists was divided into two types: time which reflects activities required by policy and time needed to satisfy practice standards. The first is referred to as time to meet “policy standards” and the latter as time to meet “practice standards.”

The basic formula for calculating the amount of time needed to complete casework for each case type and the count of staff needed to handle the agency’s caseload is as follows.

$$\frac{(\text{Time to complete policy standards} + \text{Time to complete practice standards}) \times \text{Caseload size}}{\text{Time staff have available to handle cases}}$$

Taking the above one step at a time, the first part (the addition of the time to complete policy standards and practice standards) identifies the total time needed to work on a particular case type. In defining time, several of the provider case types have been merged with those which are similar in nature. Limited data were collected for some case types necessitating the merger to calculate a time standard. Case types were also combined for ease of ongoing use to ensure the case types here are similar to those referenced in ORCA to which the time standards will be applied when measuring resource need.

Table 12 shows the results of the first part of the formula by case type. First, the hours needed per month or process for policy standards is displayed followed by those for practice standards; the final column presents the total number of hours per month or process needed for each case type.

Table 12 – Average Time for Activities by Case Type			
Required Activity	Hours per Month or Process on Policy Standards	Hours per Month or Process on Practice Standards	Total Hours Required per Month or Process per Case Type
Initial Foster Care Provisional Licensing Assessment			
Conduct background check	0.7	1.3	5.4
Conduct fingerprinting	0.6		
Conduct home visit	1.9		
Review written references	0.4		

Table 12 – Average Time for Activities by Case Type			
Required Activity	Hours per Month or Process on Policy Standards	Hours per Month or Process on Practice Standards	Total Hours Required per Month or Process per Case Type
and/or interview references/collaterals			
Record information into ORCA	0.5		
Foster Care License Renewal			
Renewal notices	0.3		
Record information into ORCA	0.6	1.5	2.4
Foster Provider Support			
Record information into ORCA	0.4	1.5	1.9
Child Placement Agency Licensing Assessment ⁵			
Conduct site visit	3.8		
Review child placement agency documentation	0.7	1.8	6.8
Record information into ORCA	0.5		
Child Placement Agency Licensing Renewal			
Record information into ORCA	0.5	4.7	5.2
Child Placement Agency Support			
Record information into ORCA	0.5	2.2	2.7

Before calculating the number of staff needed to handle the agency’s caseload, the current caseload must be applied to the formula to determine the total number of hours of work that need to be completed. This is done by simply multiplying the above hourly totals by the current caseload size for each case type. For example, if the agency has 224 Initial Foster Care Provisional Licensing Assessment cases, the total number of hours for that case type would be multiplied by the number of cases, as shown below.

$$224 \text{ cases} \times 5.4 \text{ hours required per case} =$$

1,209.6 hours required for Initial Foster Care Provisional Licensing Assessment cases

⁵ The average times needed to complete activities required in policy for Child Placement Agency Licensing Assessments represent the time needed to complete such activities for all provider case types. Insufficient data were collected to measure time independently for this particular case type.

Lastly, to calculate the total number of staff needed just for initial licensing assessments, the above total (1,209.6 hours) is divided by the time staff have available for case specific work, i.e., the results of the RMS. Using the same example and the time that Community Care Licensing Specialists have available for case specific work (97.8 hours), the last portion of the formula is shown below.

$$1,209.6 \text{ hours required} \div 97.8 \text{ hours available for casework} = 12.3 \text{ FTE's needed}$$

Using counts of provider case types active during the month of May in applying the time standards for each provider case type, 40.3 Community Care Licensing Specialists, expressed as full-time equivalents (FTE's), are needed to handle the present volume of provider cases. The table which follows identifies the number of licensing staff or FTEs needed to handle each of the provider case types. OCS currently has 27 licensing specialists, which calls for an increase of 13 Community Care Licensing Specialists.

Table 13 – FTEs Needed to Handle Provider Case Types		
Case Type	Caseload Size	FTEs Needed
Initial Foster Care Provisional Licensing Assessment	224	12.3
Foster Care License Renewal	27	0.7
Foster Provider Support	1,070	21.0
Child Placement Agency Licensing Assessment	10	0.7
Child Placement Agency Licensing Renewal	11	0.6
Child Placement Agency Support	188	5.1
Total	1,530	40.3

Alternatively, if a licensing worker were to be responsible for a single provider case type, the amount of cases he or she could handle in an average month can be measured by dividing the time available for case work by the hours needed to work on that particular type of case. Table 14 provides the number of cases of each type which can be handled appropriately if a licensing specialist is handling only one type of provider case.

Table 14 – Number of Provider Case Types to be Worked per Month	
Case Type	Number of Cases
Initial Foster Care Provisional Licensing Assessment	18
Foster Care License Renewal	41
Foster Provider Support	51
Child Placement Agency Licensing Assessment	14
Child Placement Agency Licensing Renewal	19
Child Placement Agency Support	36
Initial Provision Licensing Assessment	18

An estimate of Community Care Licensing Specialists needed by regional office is provided in the table which follows, again using the provider case counts for the month of May. It should be noted that in some regions there were no Child Placement Agencies being provisionally licensed during the month, such as in the Southcentral and Southeastern regional offices, and it appears the Western regional office does not have any Child Placement Agencies within its borders. As applications are received for such provider resources in the field offices within the regions, staffing adjustments will need to be made.

Table 15 – Community Care Licensing Specialist Staffing Need by Regional Office			
Regional Office	Current FTE's	Additional FTE's Needed	Total FTE's
Anchorage Regional Office	10	4.4	14.4
Northern Regional Office	6	.4	6.4
Southcentral Regional Office	8	4.8	12.8
Southeastern Regional Office	2	2.3	4.3
Western Regional Office	1	2.1	3.1
Total	27	13.0⁶	41.0

⁶ The total count of FTEs needed when displayed regionally does not equal the amount needed when presented as a statewide need due to rounding.

SUMMARY

The focus of the present workload study was to develop a methodology to project resource need for two types of staff. First, OCS was concerned the time estimates to handle cases managed by Community Care Licensing Specialists need to be updated to reflect changes in policy. Second, while increases in staff resources have been realized for Children's Services Specialists using the results of the 2006 study, a basis to request a corresponding increase for Social Services Associates and Office Assistants is needed to provide an opportunity for caseworkers to focus on the children and families they serve and a more economical way to do business.

Time Available for Casework

The study began with a measurement of the time staff have available to work on cases in an average month. Applying the results of the random moment survey to the average number of hours staff work in an average month or 157.5 hours, the hours which staff have to devote to case specific work are as follows.

Caseworkers have 119.5 hours;
Community Care Licensing Specialists have 97.8 hours;
Social Services Associates have 104.4 hours and
Office Assistants have 36.4 hours.

Ratios of Support Staff

Social Services Associates and Office Assistants devote 66.3 percent and 23.1 percent, respectively, of their time to case work. Concurrently, caseworkers and Community Care Licensing Specialists each devote a percentage of their time to activities which could be carried out by support staff (9.3 percent and 8.4 percent, respectively). Using the percentage of time staff of each type have available for casework and a portion of the time needed by support staff to take on support activities currently performed by caseworkers and Community Care Licensing Specialists, ratios were developed to quantify the numbers of Social Services Associates and Office Assistants needed to support case carrying staff.

- 1 Social Services Associate to every 4.2 Caseworkers
- 1 Office Assistant to every 3.9 Caseworkers

- 1 Social Services Associate to every 4.7 Community Care Licensing Specialists
- 1 Office Assistant to every 4.3 Community Care Licensing Specialists

Community Care Licensing Specialists Needed

Time is also used as the unit of measurement to calculate the workload of a worker, unit, office or the state as a whole. The hours which staff need to work on a case to ensure it satisfies policy and practice standards were calculated for each provider case type.

Table 16 – Hours Needed to Work on Provider Cases	
Case Type	Hours Needed
Initial Foster Care Provisional Licensing Assessment	5.4
Foster Care License Renewal	2.4
Foster Provider Support	1.9
Child Placement Agency Licensing Assessment	6.8
Child Placement Agency Licensing Renewal	5.2
Child Placement Agency Support	2.7

Using the volume of provider cases assigned to licensing staff for the month of May, it is estimated that 40.3 full-time equivalents are needed to handle the provider cases in a manner consistent with policy.

Table 17 – Total FTEs Needed to Handle Provider Case Types		
Case Type	Caseload Size	Total FTEs Needed
Initial Foster Care Provisional Licensing Assessment	224	12.3
Foster Care License Renewal	27	0.7
Foster Provider Support	1,070	21.0
Child Placement Agency Licensing Assessment	10	0.7
Child Placement Agency Licensing Renewal	11	0.6
Child Placement Agency Support	188	5.1
Total	1,530	40.3

Ongoing Measurement of Resource Need

Combining the results of the present study with that the first study conducted for OCS, HZA is providing an automated tool for OCS to use in calculating resource need on an ongoing basis. The results of the present study were used to reflect changes in the time staff currently have to work on cases, time standards for provider case types and quantify the proportion of activities which will be the responsibility of Social Services Associates and Office Assistants for calculations of support staff needed.

APPENDICES

Appendix A

**STATE OF ALASKA
DEPARTMENT OF HEALTH AND SOCIAL SERVICES
OFFICE OF CHILDREN'S SERVICES
WORKLOAD STUDY**

CASE TYPES AND DEFINITIONS

INQUIRIES AND REPORTS

Begins with receipt of a written or verbal allegation of child abuse or neglect or a request for information or services and ends with the decision that the report will be screened in and assigned to an investigator; that the agency will provide information and referral only; that the agency will determine need for services; or that no action will be taken.

101 Screening/Intake Report

An inquiry containing an allegation of abuse or neglect.

102 Information and Referral or Service Request

An inquiry requesting information (including how to obtain a license) or help with a family problem.

INVESTIGATIONS/ASSESSMENTS

Begins with the assignment of the investigation/assessment and ends with the decision of whether to open the case for services.

201 Child Protection Investigation

An investigation of an inquiry alleging child abuse or neglect.

202 Provider Child Protection Investigation

An investigation of an inquiry alleging child abuse or neglect by an unlicensed relative caregiver or a licensed foster parent or household member.

ONGOING SERVICES

IN-HOME SERVICE CASES

Begins after the determination of the need for ongoing services and the case is opened with the child not placed in care and ends when the case is closed or when the child is placed in care.

301 Ongoing Child Protective Services with Custody

Services provided to families where the child remains in the home and at least one child has been placed in the legal (but not physical) custody of the agency. This case type is also known as Court-ordered Supervision Cases in some jurisdictions. This case type may also be used to signify children remaining in the home who have at least one sibling removed from the home.

302 Ongoing Child Protective Services without Custody

Services provided to families where the child remains in the home and the child has not been placed into the custody of the agency.

PERMANENCY (INCLUDING FOSTER CARE AND ADOPTION)

Begins when the agency takes physical custody of a child and ends when the child is returned home, adopted, receives a legal guardian, reaches legal majority or is emancipated. The case type changes as the child moves from one type of placement to another.

401 Relative Home

Services provided to children in agency custody who are residing in a relative's home, whether or not the home is licensed for foster care, and/or a foster care payment is made.

402 Foster Home

Services provided to children in agency custody who are placed in a non-relative licensed foster home.

403 Group Home/Therapeutic Foster Home

Services provided to children placed in a facility such as a group home or therapeutic licensed home to provide therapeutic services.

404 Institution, including Residential Child Care Facilities and Hospitals

Services provided to children placed in a facility requiring intensive services such as a hospital or residential treatment facility or to children placed by court order in a medical or mental health

facility. This placement type should not be used for children placed into a hospital on a temporary basis (i.e., surgery, emergency medical care).

405 Pre-adoptive Home

Services provided to children with a permanency goal of adoption who are placed with prospective adoptive parents.

406 Supervised Independent Living

Services provided to children in an Independent Living arrangement supervised by the local department.

407 Runaways, AWOLS, Whereabouts Unknown

Services provided when a foster child runs away or his/her whereabouts are otherwise unknown. Ends with the earlier of: 1) location of the child or 2) termination of agency legal custody. If this status continues for more than six months after the child ran away, the status changes to “On-going child protective services with custody.”

408 Trial Home Visit

Services provided to children who are returned home but remain in agency custody. However, if this status continues for more than six months after the child’s physical return home, the status changes to “On-going child protective services with custody.”

410 ICPC Placement (Alaska is receiving state)

Begins when the local department receives a request to assume supervision of the child and ends with the earliest of: 1) termination of custody or jurisdiction by the sending state, 2) return of the child to the sending state, 3) the child’s majority, 4) finalization of the child’s adoption, or 5) award of legal guardianship to the caretaker. This service code takes precedence over other applicable codes.

411 ICPC Placement (Alaska is sending state)

Begins when the local department requests an out-of-state placement and ends with the earliest of: 1) termination of custody or jurisdiction by the local department, 2) return of the child to Alaska, 3) the child’s majority, 4) finalization of the child’s adoption, or 5) award of legal guardianship to the caretaker. This service code takes precedence over other applicable codes.

FOSTER CARE AND CHILD PLACEMENT AGENCY LICENSING ASSESSMENTS

The “case” in the following case types is the prospective or current foster family rather than the client.

501 Initial Provisional Licensing Assessment (Under Emergency Conditions)

Begins when less than 24 hours notice of placement was provided requesting a relative or close family friend to be licensed under emergency conditions and ends with the earliest of: 1) emergency approval of the provider, 2) denial of the provider, or 3) withdrawal of the request.

502 Initial Provisional Licensing Assessment (Non-Emergency)

Begins with the receipt of the application from relatives or non-relatives and ends with the earliest of: 1) approval of the application, 2) denial of application, or 3) withdrawal of the application. Foster providers for purposes of licensing will include family foster homes, relative foster homes and group homes.

503 Foster Care License Conversion from Provisional to Biennial

Begins 120 days prior to the end date of the foster provider’s initial provisional license (includes relative and non-relative foster providers) and ends with the earliest of: 1) conversion from a provisional license to a biennial license, 2) denial of a biennial license, or 3) the provider’s request to close their license and/or withdrawal.

504 Foster Provider Biennial Renewal

Begins 120 days prior to the end date of the foster provider’s current license (includes relative and non-relative foster providers) and ends with the earliest of: 1) renewal, 2) denial of the renewal, or 3) withdrawal of the provider from the program.

505 Foster Provider Support

Begins with the licensing or renewal of the provider and ends with the earliest of: 1) the provider’s withdrawal from the program, 2) closure of the home by the agency, or 3) 120 days prior to the due date of the renewal.

506 Adoptive Home Inspection

Begins with the receipt of the application or the identification of a prospective adoptive family for a child in agency custody and ends with the earlier of: 1) the decision to approve or deny the application, or 2) the withdrawal of the family’s application.

507 Child Placement Agency Licensing Assessment

Begins with the receipt of the application from a child placement agency and ends with the earliest of: 1) approval of the application, 2) denial of application, or 3) withdrawal of the application.

508 Child Placement Agency Licensing Conversion from Provisional to Biennial

Begins 120 days prior to the due date of the renewal of an existing child placement agency's initial provisional license and ends with the earliest of: 1) conversion from a provisional license to a biennial license, 2) denial of a biennial license, or 3) the provider's request to close their license and/or withdrawal.

509 Child Placement Agency Biennial Renewal

Begins 120 days prior to the end date of the child placement agency's current license and ends with the earliest of: 1) renewal, 2) denial of the renewal, or 3) withdrawal of the provider from the program.

509 Child Placement Agency Support

Begins with the licensing or renewal of the provider and ends with the earliest of: 1) the provider's withdrawal from the program, 2) closure of the home by the agency, or 3) 120 days prior to the due date of the renewal.

Appendix B

**STATE OF ALASKA
DEPARTMENT OF HEALTH AND SOCIAL SERVICES
OFFICE OF CHILDREN'S SERVICES
WORKLOAD STUDY**

TASK CODES AND DEFINITIONS

The number preceding each of the following definitions is the code to use during the time study when recording an activity. A separate document contains codes for case types. Task codes are divided into four large groupings:

1000:	Case Specific Activities
2000:	Administration
3000:	Training
4000:	Non-work Time

OCS staff will record only the case specific activities for the Time Study. The other codes will be used as part of the Random Moment Survey.

PART 1. CASE SPECIFIC ACTIVITIES

1001 - 1007. Intake Activities

Includes reviewing initial referrals and requests for services.

- 1001. *Receive Allegations* – Includes receiving and reviewing the complaint, obtaining the referral number, informing client of rights and responsibilities, and verifying that the agency has jurisdiction. May include face-to-face contact with client.
- 1002. *Receive Request for Services* – Includes receiving and reviewing request for services, obtaining the referral information and providing it to the client. May include face-to-face contact with client.
- 1003. *Request Welfare Check* – Includes filing a request for a collateral (i.e., school, clinic, health aide, police officer, tribe administrator) to visit the home to check on the child and family.
- 1004. *Screen In or Out Report of Maltreatment* – Includes assessing if a child is potentially unsafe and determining if an initial assessment should be initiated.
- 1005. *Obtain Supervisory Review and Approval of Screening* – Includes supervisor's review of priority designation, initial assessment caseloads and follow-up.
- 1006. *Screen-Out Letters* – Includes preparing, writing and sending out the screen-out letters used to inform mandated reporters that an allegation of abuse or neglect was screened out and not assessed.
- 1007. *Case Transfer Checklist* – Includes completion of the allegation checklist in preparation for a case worker to begin the initial assessment.

1011 - 1014. Background Checks

Includes identifying and reviewing available paper and electronic files regarding anyone in the family, as well as time spent logging into various systems to check a status.

- 1011. *Check for History of Abuse and Neglect* – Includes checking the state's central registry for child abuse and neglect.
- 1012. *Check for Criminal History* – Includes initiating a check of law enforcement records to determine whether the applicant has a criminal history.
- 1013. *Check for Service History* – Includes determining whether the family/household/applicant is known to the program or to other social services programs and/or has a known SSN and reviewing any electronic or paper files found during the search.
- 1014. *Conduct Fingerprinting* – Includes preparing electronic fingerprints through LiveScan machines, scheduling fingerprint appointments and completing the fingerprinting process. Use 1706 if conducting fingerprinting for licensing.

1101 – 1158. Contacts

Includes making investigative and case management contacts with children, families, collaterals and providers.

Face-to-Face Contact in the Home

Includes contacts both in the home of the parents or in the foster home.

- 1101. With child*
- 1102. With parent, legal guardian, or Indian custodian*
- 1103. With both parent and child*
- 1104. With child and siblings*
- 1105. With collaterals*
- 1106. With tribe or village representative*
- 1107. With foster parent*
- 1108. With child and foster parent*
- 1109. With other placement provider*
- 1110. With child and other placement provider*
- 1111. With others*

Face-to-Face Contact Not in the Home

Includes contacts in the office, the car, a non-foster home substitute care setting and any place other than the person's home or foster home.

- 1121. With child*
- 1122. With parent, legal guardian, or Indian custodian*
- 1123. With both parent and child*
- 1124. With child and siblings*
- 1125. With collaterals*
- 1126. With tribe or village representative*
- 1127. With foster parent*
- 1128. With child and foster parent*
- 1129. With other placement provider*
- 1130. With child and other placement provider*
- 1131. With others*

Other Face-to-Face Contact

- 1141. Child-care – Includes all activities related to child care performed by support staff, even when provided to a younger sibling on behalf of a child in foster care, such as for court hearings or family conferences.*

Non Face-to-Face Contact

Includes telephone, e-mail, voice mail and fax as well as time spent attempting to make contacts via telephone, and retrieving voice mail messages.

- 1151. With child*
- 1152. With parent, legal guardian, or Indian custodian*
- 1153. With sibling*

- 1154. *With collaterals*
- 1155. *With tribe or village representative*
- 1156. *With foster parent*
- 1157. *With other placement provider*
- 1158. *With others*

1201 - 1211. Placement Decision

Includes time spent using and completing the tools in decision-making at all stages of the case, including collaborating with caseworkers to complete the decision-making tools. The work includes time spent recording the structured decision making results directly into ORCA.

- 1201. *Initial assessment*
- 1202. *Response priority*
- 1203. *Safety assessment*
- 1204. *Protective Capacity and Needs*
- 1205. *Future Risk of Abuse and Neglect (FRAN)*
- 1206. *Case Open Guideline Matrix*
- 1207. *Child and family reappraisal-in-home*
- 1208. *Child and family reappraisal-out-of-home*
- 1209. *Reunification decision*
- 1210. *Life skill assessment (Ansell Casey)*
- 1211. *Relative placement assessment*

1220. Initial Assessment Decision

Includes time spent making a decision at the conclusion of an initial assessment and recording it.

1301 - 1303. Service Planning

Includes developing and updating case plans and recording information, as well as collaborating with caseworkers in service planning.

- 1301. *Develop Case Plan* – Includes setting goals, tasks, and objectives as well as identifying alternative permanency goals as a contingency for the existing plan; identifying needed services, potential service providers, goals, and time frames; and preparing a written plan document.
- 1302. *Update Case Plan* – Includes modifying goals, tasks, and objectives as well as modifying alternative permanency goals as a contingency for the existing plan; identifying needed services, potential service providers, goals, and time frames; and preparing a modified written plan document.
- 1303. *Review Case Plan with Supervisor* – Includes discussion with supervisor about the case plan, either in a one-on-one or a group session.

1311 – 1314. Case Specific Meetings

Includes team meetings at the beginning, middle or end of the case for the purpose of decision-making or review such as Team Decision Making, Permanency Staffings, Therapeutic Meetings, and Family Group Decision Making. The meetings may or may not include family members.

- 1311. *Schedule Team Meetings* – Includes contacting people to attend meetings and arranging for space.

- 1312. *Preparation Time* – Includes reviewing the case alone, with the supervisor, family members or professionals.
- 1313. *Waiting Time* – Code here only if no other work is done while waiting. When using waiting time to perform other tasks such as writing case notes, use the task code of the actual activity.
- 1314. *Participation in Consultations or Team Meetings* – Includes Team Decision Meetings, Permanency Staffings, Therapeutic Meetings, Family Group Decision Making and IEP meetings.

1321 – 1330. Case Consultation

Includes time for staff to seek and/or provide guidance or input on a case. Consultation is coded according to whom you are consulting with, as follows:

- 1321. *With Caseworker*
- 1322. *With Social Services Assistant*
- 1323. *With Community Care Licensing Specialist*
- 1324. *With Management* – Regional or State office management.
- 1325. *With Supervisor*
- 1326. *With Co-worker*
- 1327. *With Foster Parent Provider*
- 1328. *With Service Provider* – Includes homemaker, family aide, community specialist, services provider, counselor, physician, day care provider and/or transportation provider.
- 1329. *With Tribal Partner*
- 1330. *With Others* – Includes parties such as attorneys and guardians *ad litem*.

1331 – 1334. Case Reviews

Includes case reviews for the purpose of decision-making or review such as of a Child and Family Six Month Conference, Permanency Planning Conference, Placement Decision Conference and Out-of-Preference (ICWA) Review. The conference/review may or may not include family members.

- 1331. *Schedule Case Review* – Includes contacting people to attend conferences/reviews and arranging for space.
- 1332. *Preparation Time* – Includes reviewing the case alone, with the supervisor, family members and/or professionals.
- 1333. *Waiting Time* – Code here only if no other work is done while waiting. When using waiting time to perform other tasks such as writing case notes, use the task code of the actual activity.
- 1334. *Participation in Case Reviews or Conferences* – Includes Family and Children Early Conferences, Child and Family Six Month Conferences, Permanency Planning Conferences, Placement Decision Conferences and Out-of-preference (ICWA) Reviews.

1341 - 1348. Service Arrangement or Provision

Includes searching, arranging for or directly providing services to children and families.

- 1341. *Locate Placement Provider* – Includes searching for a temporary or more permanent placement for a child and completing contacts, applications or paperwork for admission.
- 1342. *Conduct Relative Placement Search* – Includes identifying, contacting and assessing relatives as a placement source.
- 1343. *Help Client Obtain Services* – Includes searching, applying for and accessing such services as ATAP, Medicaid, energy assistance, and low-income housing including identifying resources, making contacts, and helping with applications.
- 1344. *Refer to or Arrange for Therapeutic and Remedial Services* – Includes locating and arranging for services such as counseling, substance abuse treatment, medical treatment and education services and completing referrals and applications for services.
- 1345. *Making Requests for Funds and Vouchers* – Includes completing vouchers for clothing, special needs and transportation.
- 1346. *Resolve Conflicts* – Includes helping to resolve conflicts between the provider and client.
- 1347. *Provide Services* – Includes direct counseling of the child or adult who is the primary focus of the case, homemaker services and other services provided directly by OCS staff.
- 1348. *Notifications* – Includes preparing notifications to relatives, Tribal partners and legal parties specific to placement changes.

1351 – 1352. Eligibility Determination

- 1351. *Collecting Eligibility Information* – Includes contacting families or others to collect information and documentation that would make a child and/or family eligible for Title IV-E, Medicaid or other reimbursement to the state.
- 1352. *Determining Eligibility* – Includes reviewing the documentation to determine if a child satisfies the criteria for eligibility and verifying the foster home is fully licensed.

1361 – 1363. Travel

- 1361. *Arrange Travel* – Includes time arranging and preparing for traveling to the contact site.
- 1362. *Conduct Travel* – Includes actual travel time, including time spent waiting for buses, trains or planes.
- 1363. *Post-travel Documentation* – Includes completing paperwork associated with travel and reimbursement.

1371 – 1373. *Transportation of Client*

Includes transportation provided for a client when no substantive conversation regarding the case occurs. Waiting time between dropping the client off at the appointment and providing the return ride should be coded here. When using waiting time to perform other tasks such as writing case notes, use the task code of the actual activity.

- 1371. *Arrange Transportation of Client* – Includes time arranging and preparing for travel of a client such as for a medical visit or family visit.
- 1372. *Provide Transportation of Client* – Includes actual travel time, including time spent waiting for buses, trains or planes.
- 1373. *Post-transportation Documentation* – Includes completing paperwork associated with travel and reimbursement.

1381 – 1382. *Family Contact/Visitation*

Includes activities associated with preparing for and carrying out face-to-face and telephonic family contact between parents and children in out-of-home placement.

- 1381. *Arrange for Family Contact* – Includes arranging logistics of the family contact such as location, date and time as well as purchasing necessary items such as phone cards. Also includes making arrangements with out-of-town providers if they are needed to provide supervision in place of OCS staff.
- 1382. *Supervise Visits* – Includes actual visit time spent observing the family contact or listening to the telephone conversation.

1421. *Report Preparation*

Includes any other case specific reports not covered elsewhere, e.g., does not include court reports.

1430. *Policy Review and Clarification*

Includes examining OCS manuals and other standards in order to determine which policies apply to a specific case.

1501 – 1509. *Prepare for Court Hearings*

Includes preparation activities including preparing legal documents.

- 1501. *Consult with Attorney/Attorney General* – Includes briefing attorney, briefing by attorney, obtaining information, or providing information for court hearings.
- 1502. *Consult with Specialist or Supervisor*
- 1503. *Prepare Information* – Includes review of case records and any other data collection or analysis needed for court documents and court participation.
- 1504. *Prepare Report to Court* – Includes preparing proposed adoption report and other reports such as CPS, Foster Care, Guardianship or parental evaluation as well as predisposition reports, permanency reports, affidavits, reports for termination of parental rights and compelling reason reports.
- 1505. *Complete Legal Documents* – Includes preparation of petitions and other legal documents, except for court reports and notifications.
- 1506. *Conduct Paternity Search* – Includes activities involved in establishing paternity and searching for missing and unknown parents. Activities may include requesting and assisting with a paternity test (DNA test).

- 1507. *Discovery* – Includes searching ORCA, gathering, purging, copying and sanitizing documentation for other parties for court hearings.
- 1508. *Prepare and Send Notifications*
- 1509. *Court Document Entry and Filing* – Includes data entry and filing performed by support staff of court documentation.

1511 – 1513. Participate in Court Hearings

Includes time going to court, participating in hearings and recording results.

- 1511. *Pre-court Meeting* – Includes time discussing the case with participants, including family members, service providers, guardians ad litem, tribal representatives and legal counsel, prior to the start of the court hearing.
- 1512. *Court Hearing and Court-related Meetings* – Includes time while hearing is in progress. Also includes negotiation and/or mediation time.
- 1513. *Waiting Time* – Code here only when no other work is done while waiting. When using waiting time to perform other tasks such as writing case notes, use the task code of the actual activity.

1601 – 1606. Supervisory Tasks

Includes time spent on case-specific activities by a supervisor or by a worker temporarily performing the role of the supervisor.

- 1601. *Assign a Worker to a Case*
- 1602. *Approve/Authorize Case Action*
- 1603. *Approve /Authorize Requests for Funds (RFF)*
- 1604. *Consult with Worker*
- 1605. *Review Cases*
- 1606. *Confer with Recipient*

1701 – 1722. Licensing and Monitoring

Includes assessing, approving, licensing and monitoring providers of out-of-home services for relative (licensed and un-licensed), non-relative and facility foster care providers regardless of which staff member provides them. See non-case specific tasks for recruitment activities not involving a specific provider or child.

- 1701. *Provide Information/Accept Application* – Includes time spent assisting an applicant with completing forms to be approved or licensed for out-of-home placement.
- 1702. *Assess Relative Licensure* – Includes assessing a relative’s willingness and desire to be a licensed foster home and responding to the relative’s questions.
- 1703. *Provider Orientation* – Includes time spent providing orientation to an individual prospective provider. See non-specific tasks for group orientations not involving a specific provider.
- 1704. *Obtain Permission for Background Check* – Includes obtaining written permission from each household member, age 12 years or older, to conduct a background check.
- 1705. *Conduct Background Check* – Includes conducting background check using APSIN, ORCA, Prober, JOMIS and the Sex Offender Registry.

1706. *Conduct Fingerprinting* – Includes preparing electronic fingerprints through LiveScan machines, scheduling fingerprint appointments and completing the fingerprinting process.
1707. *Conduct Home Visit* – Includes all visits required for a home study and related activities such as assessing home for compliance with standards and writing up the results.
1708. *Conduct Site Visit* – Includes all visits required for a site visit and related activities in assessing the child placement agency for compliance with standards and writing up the results.
1709. *Relative Study* – Includes conducting a home study of the family of a relative choosing not to be licensed prior to placement of a child into the home.
1710. *Review Written References and/or Interview References/Collaterals* – Includes time spent reviewing returned references and interviewing persons acquainted with the prospective provider to determine latter’s suitability as a provider of out-of-home services. This can be done face-to-face or by telephone.
1711. *Background Variances* – Includes gathering documentation and records needed to resolve background variances.
1712. *Issue Provider License* – Includes printing, modifying and processing provider licenses as well as license renewals.
1713. *Renewal Notices* – Includes preparing, printing and providing notices of license renewals including submission of the Annual Self-Monitoring Report.
1714. *Train Individual Provider* – Includes arranging, monitoring and delivering training to individual foster care providers as well as providing ongoing support.
1715. *Resolve Conflicts* – Includes helping to resolve conflicts, between families and providers, and providing follow-up to reported conflicts.
1716. *Review Child Placement Agency Documentation* – Includes review of administrative, management and financial records of child placement agencies as part of initial licensure or renewal.
1717. *Investigative Notices* – Includes preparing and submitting notices of investigative actions, findings, enforcement actions and right to due process such as a Report of Investigation, Notice of Violation and Request for Hearing.
1718. *Investigate Complaints and Potential Licensing Violation* – Includes all investigative activities in response to a complaint of a licensing violation as well as documenting the investigative outcome.
1719. *Develop and Monitor Corrective Action* – Includes working with providers to develop and monitor correction action plans.
1720. *Update Information for Licensing Renewal* – Includes updating information initially collected during application and assessment process.
1721. *Tracking Provider Licensing Logs* – Includes posting new providers to the log, updating provider information, logging licensure assignments and generating tracking reports.
1722. *Licensing Audit* – Includes all activities related to the ongoing Title IV-E audit and any other state-wide or local audits involving providers or licensing staff.

1801 – 1809. Clerical

Includes time spent on case specific clerical activities.

- 1801. *Filing* – Includes filing administrative paperwork, case records and other documentation.
- 1802. *Archiving* – Includes preparing the file for archiving and completing the tasks of archiving the paper record.
- 1803. *Typing/Word Processing* – Includes typing and/or word-processing forms, letters, memos or other work where the information has already been recorded in another hard copy form. If the task is that of typing information for the first time, it would be recorded under the most appropriate activity code above.
- 1804. *Recording* – Includes taking meeting notes, typing the notes and distributing them to participants.
- 1805. *Photocopying* – Includes photocopying or microfilming materials or waiting to photocopy or microfilm.
- 1806. *Mailing/Faxing/Scanning* – Includes preparing correspondence on the case for mailing, but does not include the actual writing or typing.
- 1807. *Purging* – Includes activities such as identifying qualifying cases and relevant documents for purging, and completing the tasking of purging case documentation.
- 1808. *Redacting* – Includes expunging and editing case specific documents to protect the confidentiality of clients or others involved with the agency.
- 1809. *Shredding* – Includes shredding case specific documents.

1811 – 1818. Computer Documentation

Includes all case documentation in ORCA or other systems not covered in previous codes.

- 1811. *Record Information in ORCA* – Recording information on a case directly into the computer system. Use code 1509 when inputting court-related information into ORCA.
- 1812. *Conduct Inquiries on the Computer* – Obtaining information from information systems and other DHSS or OCS sources to determine case status or for other information needs related to a case, but not including initial screening or Discovery.
- 1813. *Complete Forms in Preparation for Computer Input*
- 1814. *Request and Wait for Help Desk Support* – Includes case specific data entry assistance, Help Desk, and tickets.
- 1815. *Down Time/Waiting Time during Case Specific Task* – Includes time spent waiting for the computer to respond while performing case specific input or inquiry.
- 1816. *Support from Another Office* – Includes working with a staff person in another office to complete the timely entry of information into ORCA due to local internet outage.
- 1817. *Request of Funds* – Includes completion of a request of funds for special needs as well as approval of the special funds request.
- 1818. *Provider Record* – Includes setting up the placement provider record in ORCA.

1821 – 1826. Paper Documentation

Includes all case documentation not covered in previous codes which are completed manually (i.e., paper form). (Do not use codes for any computer updates.)

- 1821. *Case Notes* – Includes completing, dictating or transcribing case notes.
- 1822. *Forms* – Includes all forms such as social profile, histories and updates related to issues of dependency, neglect and termination of parental rights. Also includes forms related to determination of eligibility and financial forms.
- 1823. *References* – Obtaining references for prospective foster or adoptive parents or other providers or caregivers.
- 1824. *Correspondence* – Includes all correspondence about the case including all notifications regarding or related to investigations except screen-out letters (see 1005).
- 1825. *Incoming Communications*– Includes examining reports, and other reviews in order to determine case requirements. Includes police and court reports, private petitions, and written reports of maltreatment. Does not include initial intake documentation.
- 1826. *Translation* – Providing written or oral language translation (including sign language) for staff or other agencies.

1901 – 1909. Conflicts, Appeals and Grievances

Includes receipt and review of request for appeal or grievance (presented in writing or by other means), setting up and attending conference/hearing, developing summary of facts, and sending out notification of action letters.

- 1901. *Provide Information* – Provide applicant or client with written rights of appeal or grievance, written appeal or grievance policy, and other information in written or oral form.
- 1902. *Conflict Resolution* – Includes helping to resolve conflicts, establish corrective actions and providing follow-up to reported conflicts prior to reaching the formal grievance stage.
- 1903. *Schedule Conference or Hearing* – Includes setting date and time for conference, arranging meeting space, and notifying applicant/ client.
- 1904. *Develop Summary of Facts* – Includes gathering documentation and writing a summary of the case evidence.
- 1905. *Attend Attorney General Meetings* – Includes time discussing the case with the attorney general as part of the fair hearing process.
- 1906. *Attend Conference/ Hearing* – Includes waiting for applicant/client, participating in face-to-face or telephone conference, and documenting conference.
- 1907. *Mediation* – Includes waiting for applicant/client and/or mediator, participating in mediation and documenting the outcome.
- 1908. *Conduct Follow-up Activity after Conference/ Hearing* – Includes updating the file and setting date and time for follow-up activities.
- 1909. *Document Final Disposition of Conference/ Hearing* – Includes recording information in ORCA.

PART 2. ADMINISTRATION

2001 – 2007. General Administration

- 2001. *Check E-mail* – Includes reviewing and responding to non case specific e-mail messages.
- 2002. *Attend Supervisory or Other Administrative Meetings* – Includes meetings that are not related to a specific case. This includes unit, departmental, and committee meetings.
- 2003. *Complete Reports and Records* – Includes completing mileage reports, time sheets, or other reports of an administrative nature that are not related to a specific case.
- 2004. *Conduct Planning, Caseload Management, Scheduling, and Time Management Activities*
- 2005. *Orientation for Group of Service Applicants* – Includes weekly or monthly meetings in which groups of new recipients or clients are oriented to the program in which they are seeking benefits.
- 2006. *Maintain Office, Equipment and Vehicles* – Includes arranging for or providing maintenance on vehicles and equipment and stocking non-monetary supplies such as diapers, clothing and snacks.
- 2007. *Recording* – Includes taking meeting notes, typing the notes and distributing them to participants.

2101 - 2107. Community Outreach

Includes time spent on non-case related community contacts, such as time devoted to community presentations, resource development, advisory boards, and multidisciplinary committees. Also includes time spent on staging events for the community or for groups of providers, including foster and adoptive parents.

- 2101. *Preparation* – Includes lining up speakers and facilities, preparing press releases, contacting the media, and preparing mailings.
- 2102. *Provide Community Training and Education* – Includes meeting with educators, steering committees, advisory committees and boards.
- 2103. *Job Development* – Includes meeting with area employers or attending job fairs for the purpose of building community contacts and increasing potential job placement possibilities.
- 2104. *Participate in Outreach other than Community Training/Education or Job Development* – Includes preparing advertising, such as radio announcements, posters and TV ads, coordinating with the advertising source and seeking donations from community members/groups.
- 2105. *Aftermath* – Paying expenses, processing travel vouchers, analyzing evaluations and pursuing reimbursement.
- 2106. *Provide Information and Referral*
- 2107. *Newsletters* – Includes gathering information for newsletters, creating the newsletter items and preparing it for distribution.

2201 - 2203. Travel

Includes all out-of-office travel time for any work-related purpose that is not related to a specific case (e.g., attending meetings, training or conferences). Includes time arranging, preparing for and traveling.

- 2201. *Arrange Travel* – Includes time arranging and preparing for traveling to the contact site.
- 2202. *Conduct Travel* – Includes actual travel time, including time spent waiting for buses, trains or planes.
- 2203. *Post-travel Documentation* – Includes completing paperwork associated with travel and reimbursement.

2301 - 2304. Clerical, Reception, Telephones

- 2301. *Clerical* – Includes typing, filing, mail handling, photocopying and scanning not related to a specific case.
- 2302. *Reception* – Includes time logging arriving clients and visitors, notifying workers of arrivals, answering non-case specific telephone calls and transferring calls to the appropriate personnel.
- 2303. *Schedule Worker Time and Leave* – Includes calling and scheduling worker/supervisor appointments which are not case specific, updating the worker's schedule to reflect changes and communicating the schedule to the worker.
- 2304. *Process Time Sheets, Expense Vouchers, and Similar Records* – Includes clerical activities to help case workers, supervisors and other staff process time sheets, non-case specific expense vouchers and other administrative records.

2401 – 2404. Informal Training

- 2401. *ORCA* – Includes time spent learning how to navigate ORCA, waiting for Help Desk or Tech Support or correcting a problem within the system.
- 2402. *Acquisition and/or Sharing of Software Knowledge* – Includes time spent learning how to use a general program, e.g., Excel or SharePoint, waiting for assistance from others or supporting others in their use of a general program.
- 2403. *Review ORCA Updates* – Includes reading about and reviewing changes made to the online ORCA tool.
- 2404. *Policy* – Includes review of policy manual updates.

2501 - 2510. Supervisory Tasks

Includes time spent on non-case specific activities by the supervisor or by a worker filling in for a supervisor.

- 2501. *Perform Group Supervision* – Includes reviewing new policies and case practice initiatives.
- 2502. *Conduct Meetings* – Includes administrative meetings, unit meetings, meetings with management or other OCS meetings.
- 2503. *Schedule Worker Time and Leave*
- 2504. *Update Information in ORCA*
- 2505. *Monitor Time Sheets, Expense Vouchers, and Similar Records*

- 2506. *Screen and Interview Job Applicants*
- 2507. *Conduct Performance Evaluations*
- 2508. *Counsel Staff* (e. g., personnel problems, conflicts, and complaints)
- 2509. *Process Grievances*
- 2510. *Conduct Disciplinary Action*

2601 – 2604. *Federal and State Reviews and Communication*

- 2601. *Federal and State Reviews* – Includes time spent contacting state, federal, or local government agencies to collect or provide information or for purposes of policy clarification (other than regarding a specific case, where the appropriate contact code should be used instead). Includes work for or with legislative committees.
- 2602. *Quality Service Reviews* – Includes preparing for an internal Quality Service Review or the federal Child and Family Services Review.
- 2603. *Title IV-E Audit Reviews* – Includes preparing for an internal Title IV-E audit or the federal review of Title IV-E eligibility determinations or reviewing rate tracking and monitoring.
- 2604. *Communication with Other Groups* – Includes contacting ACRF, DJJ, tribal entities or other agencies to collect or provide information.

2701. *Special Studies*

Includes all time spent on special projects or surveys (e.g., time study and other projects).

2801. *Unit Statistics*

Includes time spent on setting quantifiable goals, developing or examining unit statistics and non-case specific quality assurance.

PART 3. TRAINING

3001 - 3008. Training and Staff Development

3001. *Train Staff* – Includes preparing for and providing formal training programs, including new and on-going worker training. Code time spent training interns under 3003.
3002. *Train and Supervise Interns*
3003. *Train Providers (foster care, adoptive parents and other care providers)* – Includes delivering training programs to current and potential providers.
3004. *Receive Training or Interview for New OCS Position* – Includes training for job upgrades or interviewing for new positions within the agency (SKILS).
3005. *Receive Training (other than for new OCS positions)* – Includes time spent in formal training programs (whether related to policies, procedures, or job specific skills). On the job training should not be included but instead should be coded under the appropriate case related task.
3006. *Receive Training on ORCA (other than SKILS)*
3007. *Professional Reading* - Time spent reading background materials from journals and other professional literature.
3008. *Interact with Professional Organizations* – Includes attending conferences and ordering books or other materials.

PART 4. NON-WORK TIME

4001 – 4007. Lunch, Holiday, Vacation and Other Leave Time

- 4001. *Breaks*
- 4002. *Lunch*
- 4003. *Sick Leave* – Authorized time taken off due to illness or for a doctor's appointment.
- 4004. *Vacation and Other Leave* – Includes leave such as annual vacation, personal, administrative, emergency, holiday, military service and jury duty.
- 4005. *Flex Time* – Includes official time taken off to compensate for overtime worked.
- 4006. *Unauthorized or Disciplinary Leave*
- 4007. *Not Scheduled to Work*

Appendix C – Percents of Time Spent on Specific Activities

Appendix – Table 1
Percents of Time Spent on Specific Activities by Caseworkers

Task Group	Task Description	Percent of Time
Intake Activities	Receive Allegations	7.8%
Intake Activities	Receive Request for Services	0.18%
Intake Activities	Screen in or Out Report of Maltreatment	1.50%
Intake Activities	Screen out Letters	0.6%
Intake Activities	Case Transfer Checklist	0.06%
Background Checks	Check for History of Abuse and Neglect	0.68%
Background Checks	Check for Criminal History	1.10%
Background Checks	Check for Service History	0.06%
Face-to-face Contact in the Home	With child	1.78%
Face-to-face Contact in the Home	With parent, legal guardian or Indian custodian	1.41%
Face-to-face Contact in the Home	With both parent and child	3.07%
Face-to-face Contact in the Home	With child and siblings	0.18%
Face-to-face Contact in the Home	With collaterals	0.18%
Face-to-face Contact in the Home	With foster parent	0.12%
Face-to-face Contact in the Home	With child and foster parent	1.41%
Face-to-face Contact in the Home	With other placement provider	0.12%
Face-to-face Contact in the Home	With child and other placement provider	0.12%
Face-to-face Contact in the Home	With others	0.12%
Face-to-face Contact Not in the Home	With child	2.89%
Face-to-face Contact Not in the Home	With parent, legal guardian or Indian custodian	1.35%
Face-to-face Contact Not in the Home	With both parent and child	0.92%
Face-to-face Contact Not in the Home	With child and siblings	0.12%
Face-to-face Contact Not in the Home	With collaterals	0.61%
Face-to-face Contact Not in the Home	With tribe or village representative	0.06%
Face-to-face Contact Not in the Home	With foster parent	0.25%
Face-to-face Contact Not in the Home	With child and foster parent	0.31%
Face-to-face Contact Not in the Home	With child and other placement provider	0.18%
Face-to-face Contact Not in the Home	With others	0.06%
Non Face-to-face Contact	With Child	0.49%
Non Face-to-face Contact	With parent, legal guardian, or Indian custodian	2.09%
Non Face-to-face Contact	With collaterals	1.41%
Non Face-to-face Contact	With tribe or village representative	0.25%
Non Face-to-face Contact	With foster parent	0.18%

**Appendix – Table 1
Percents of Time Spent on Specific Activities by Caseworkers**

Task Group	Task Description	Percent of Time
Non Face-to-face Contact	With other placement provider	0.18%
Non Face-to-face Contact	With others	0.86%
Placement Decision	Initial Assessment	0.25%
Placement Decision	Response priority	0.12%
Placement Decision	Safety assessment	0.12%
Placement Decision	Protective Capacity and Needs	0.18%
Placement Decision	Child and family reappraisal-in-home	0.06%
Placement Decision	Child and family reappraisal-out-of-home	0.06%
Placement Decision	Reunification decision	0.37%
Placement Decision	Relative placement assessment	1.10%
Initial Assessment Decision	Initial Assessment Decision	1.72%
Service Planning	Develop Case Plan	0.92%
Service Planning	Update Case Plan	0.43%
Service Planning	Review Case Plan with Supervisor	0.12%
Case Specific Meetings	Schedule Team Meeting	0.92%
Case Specific Meetings	Preparation Time	0.37%
Case Specific Meetings	Participation in Consultations or Team Meetings	1.78%
Case Consultation	With Caseworker	0.25%
Case Consultation	With Community Care Licensing Specialist	0.06%
Case Consultation	With Management	0.25%
Case Consultation	With Supervisor	0.98%
Case Consultation	With Co-worker	0.18%
Case Consultation	With Foster Parent Provider	0.25%
Case Consultation	With Service Provider	0.92%
Case Consultation	With Tribal Partner	0.25%
Case Consultation	With Others	0.61%
Case Reviews	Schedule Case Review	0.25%
Case Reviews	Preparation Time	0.74%
Case Reviews	Participation in Case Reviews or Conferences	1.47%
Service Arrangement or Provision	Locate Placement Provider	0.37%
Service Arrangement or Provision	Conduct Relative Placement Search	0.12%
Service Arrangement or Provision	Help Client Obtain Services	1.29%
Service Arrangement or Provision	Refer to or Arrange for Therapeutic and Remedial Services	0.92%
Service Arrangement or Provision	Make Requests for Funds and Vouchers	0.25%
Service Arrangement or Provision	Resolve Conflicts	0.06%
Service Arrangement or Provision	Provide Services	0.31%
Eligibility Determination	Collecting Eligibility Information	0.06%
Eligibility Determination	Determining Eligibility	0.06%
Travel	Arrange Travel	0.92%
Travel	Conduct Travel	0.80%
Transportation of Client	Arrange Transportation of Client	0.37%
Transportation of Client	Provide Transportation of Client	0.31%
Family Contact/Visitation	Arrange for Family Contact	1.35%

**Appendix – Table 1
Percents of Time Spent on Specific Activities by Caseworkers**

Task Group	Task Description	Percent of Time
Family Contact/Visitation	Supervise Visits	0.31%
Report Preparation	Report Preparation	2.58%
Policy Review and Clarification	Policy Review and Clarification	0.18%
Prepare for Court Hearings	Consult with Attorney/Attorney General	0.49%
Prepare for Court Hearings	Consult with Specialist or Supervisor	0.06%
Prepare for Court Hearings	Prepare Information	1.23%
Prepare for Court Hearings	Prepare Report to Court	0.68%
Prepare for Court Hearings	Complete Legal Documents	0.80%
Prepare for Court Hearings	Discovery	0.06%
Prepare for Court Hearings	Prepare and Send Notifications	0.06%
Prepare for Court Hearings	Court Document Entry and Filing	0.06%
Participate in Court Hearings	Schedule Court Hearing	0.43%
Participate in Court Hearings	Pre-court Meeting	0.06%
Participate in Court Hearings	Court Hearing and Court-related Meetings	1.04%
Licensing and Monitoring	Conduct Background Check	0.12%
Licensing and Monitoring	Conduct Fingerprinting	0.06%
Licensing and Monitoring	Relative Study	0.06%
Clerical	Filing	0.25%
Clerical	Typing/Word Processing	0.06%
Clerical	Recording	0.12%
Clerical	Photocopying	0.06%
Clerical	Mailing/Faxing/Scanning	0.68%
Computer Documentation	Record Information in ORCA	6.02%
Computer Documentation	Conduct Inquiries on the Computer	0.18%
Computer Documentation	Complete Forms in Preparation for Computer Input	0.43%
Computer Documentation	Support from Another Office	0.12%
Computer Documentation	Request of Funds	0.18%
Paper Documentation	Case Notes	2.15%
Paper Documentation	Forms	1.53%
Paper Documentation	Correspondence	0.80%
Paper Documentation	Incoming Communications	0.68%
Conflicts, Appeals and Grievances	Provide Information	0.06%
Conflicts, Appeals and Grievances	Conflict Resolution	0.06%
Conflicts, Appeals and Grievances	Develop Summary of Facts	0.06%
Total Case Specific Time		75.87%
General Administration	Check E-mail	2.52%
General Administration	Attend Supervisory or Other Administrative Meetings	1.17%
General Administration	Complete Reports and Records	0.31%
General Administration	Conduct Planning, Caseload Management, Scheduling, and Time Management Activities	1.10%
General Administration	Maintain Office, Equipment and Vehicles	0.12%
Community Outreach	Provide Information and Referral	0.12%
Community Outreach	Preparation	0.06%

**Appendix – Table 1
Percents of Time Spent on Specific Activities by Caseworkers**

Task Group	Task Description	Percent of Time
Community Outreach	Provide Community Training and Education	0.06%
Travel	Conduct Travel	1.10%
Travel	Post-travel Documentation	0.12%
Clerical	Clerical	0.18%
Informal Training	ORCA	0.06%
Informal Training	Policy	0.37%
Supervisory Tasks	Perform Group Supervision	0.12%
Supervisory Tasks	Conduct Meetings	0.06%
Supervisory Tasks	Schedule Worker Time and Leave	0.06%
Supervisory Tasks	Screen and Interview Job Applicants	0.06%
Federal and State Reviews	Quality Service Reviews	0.06%
Federal and State Reviews	Communication with Other Groups	0.12%
Unity Statistics	Unit Statistics	0.37%
Total Administrative Time		8.7%
Training and Staff Development	Train Staff	0.12%
Training and Staff Development	Receive Training or Interview for New OCS Position	0.43%
Training and Staff Development	Receive Training (other than for new OCS positions)	2.64%
Training and Staff Development	Interact with Professional Organizations	0.61%
Total Training Time		3.8%
Non-Work Time	Breaks	0.61%
Non-Work Time	Sick Leave	3.31%
Non-Work Time	Vacation and Other Leave	7.61%
Non-Work Time	Unauthorized or Disciplinary Leave	0.06%
Total Breaks/Leave Time		11.6%
Total Time		100.0%

**Appendix – Table 2
Percents of Time Spent on Specific Activities by Community Care Licensing Specialists**

Task Group	Task Description	Percents of Time
Intake Activities	Receive Allegations	0.29%
Intake Activities	Receive Request for Services	0.29%
Intake Activities	Screen in or Out Report of Maltreatment	0.14%
Background Checks	Check for History of Abuse and Neglect	1.01%
Background Checks	Check for Criminal History	0.87%
Background Checks	Conduct Fingerprinting	0.29%
Face-to-face Contact in the Home	With parent, legal guardian or Indian custodian	0.14%
Face-to-face Contact in the Home	With foster parent	1.59%
Face-to-face Contact in the Home	With child and foster parent	0.43%
Face-to-face Contact Not in the Home	With child	0.14%
Face-to-face Contact Not in the Home	With collaterals	0.14%
Face-to-face Contact Not in the Home	With foster parent	1.01%
Non Face-to-face Contact	With collaterals	0.29%
Non Face-to-face Contact	With tribe or village representative	0.14%
Non Face-to-face Contact	With foster parent	2.32%
Non Face-to-face Contact	With other placement provider	0.14%
Non Face-to-face Contact	With others	0.43%
Initial Assessment Decision	Initial Assessment Decision	0.14%
Case Specific Meetings	Participation in Consultations or Team Meetings	0.29%
Case Consultation	With Caseworker	1.16%
Case Consultation	With Community Care Licensing Specialist	0.43%
Case Consultation	With Management	0.14%
Case Consultation	With Supervisor	0.72%
Case Consultation	With Co-worker	0.14%
Case Consultation	With Foster Parent Provider	0.29%
Case Consultation	With Service Provider	0.14%
Case Consultation	With Tribal Partner	0.14%
Case Consultation	With Others	0.29%
Service Arrangement or Provision	Locate Placement Provider	0.43%
Service Arrangement or Provision	Refer to or Arrange for Therapeutic and Remedial Services	0.14%
Service Arrangement or Provision	Provide Services	0.14%
Eligibility Determination	Determining Eligibility	0.14%
Travel	Arrange Travel	0.29%
Travel	Conduct Travel	1.74%
Transportation of Client	Provide Transportation of Client	0.14%
Report Preparation	Report Preparation	0.72%
Policy Review and Clarification	Policy Review and Clarification	0.43%
Prepare for Court Hearings	Consult with Attorney/Attorney General	0.14%
Supervisory Tasks	Assign a Worker to a Case	0.43%
Supervisory Tasks	Approve/Authorize Case Action	0.72%

**Appendix – Table 2
Percents of Time Spent on Specific Activities by Community Care Licensing Specialists**

Task Group	Task Description	Percents of Time
Supervisory Tasks	Consult with Worker	2.60%
Supervisory Tasks	Review Cases	0.72%
Supervisory Tasks	Confer with Recipient	0.14%
Licensing and Monitoring	Provide Information/Accept Application	3.18%
Licensing and Monitoring	Assess Relative Licensure	1.01%
Licensing and Monitoring	Provider Orientation	0.14%
Licensing and Monitoring	Conduct Background Check	1.74%
Licensing and Monitoring	Conduct Fingerprinting	0.87%
Licensing and Monitoring	Conduct Home Visit	2.17%
Licensing and Monitoring	Conduct Site Visit	0.58%
Licensing and Monitoring	Relative Study	0.14%
Licensing and Monitoring	Review Written References and/or Interview References/Collaterals	2.03%
Licensing and Monitoring	Background Variances	1.59%
Licensing and Monitoring	Issue Provider License	6.08%
Licensing and Monitoring	Train Individual Provider	0.29%
Licensing and Monitoring	Resolve Conflicts	1.16%
Licensing and Monitoring	Review Child Placement Agency Documentation	0.43%
Licensing and Monitoring	Investigative Notices	0.14%
Licensing and Monitoring	Investigate Complaints and Potential Licensing Violation	5.79%
Licensing and Monitoring	Develop and Monitor Corrective Action	0.14%
Licensing and Monitoring	Update Information for Licensing Renewal	2.75%
Licensing and Monitoring	Track Provider Licensing Logs	0.43%
Licensing and Monitoring	Licensing Audit	0.58%
Clerical	Filing	1.59%
Clerical	Typing/Word Processing	0.43%
Clerical	Photocopying	0.29%
Clerical	Mailing/Faxing/Scanning	0.72%
Clerical	Shredding	0.14%
Computer Documentation	Record Information in ORCA	2.17%
Computer Documentation	Conduct Inquiries on the Computer	0.43%
Computer Documentation	Complete Forms in Preparation for Computer Input	0.58%
Computer Documentation	Support from Another Office	0.14%
Paper Documentation	Forms	0.43%
Paper Documentation	References	0.58%
Paper Documentation	Correspondence	0.29%
Paper Documentation	Incoming Communications	0.14%
Conflicts, Appeals and Grievances	Conflict Resolution	0.14%
Conflicts, Appeals and Grievances	Develop Summary of Facts	0.14%
Total Case Specific Time		62.1%
General Administration	Check E-mail	2.89%
General Administration	Attend Supervisory or Other Administrative Meetings	1.74%
General Administration	Complete Reports and Records –	0.43%

**Appendix – Table 2
Percents of Time Spent on Specific Activities by Community Care Licensing Specialists**

Task Group	Task Description	Percents of Time
General Administration	Conduct Planning, Caseload Management, Scheduling, and Time Management Activities	0.14%
General Administration	Recording	0.14%
Community Outreach	Preparation	0.58%
Community Outreach	Provide Community Training and Education	1.45%
Community Outreach	Participate in Outreach other than Community Training/Education or Job Development	0.29%
Community Outreach	Provide Information and Referral	0.58%
Travel	Conduct Travel	1.74%
Clerical	Clerical	1.45%
Informal Training	ORCA	0.14%
Informal Training	Acquisition and/or Sharing of Software Knowledge	0.14%
Informal Training	Policy	0.14%
Supervisory Tasks	Perform Group Supervision	0.58%
Supervisory Tasks	Conduct Meetings	1.30%
Supervisory Tasks	Schedule Worker Time and Leave	0.14%
Supervisory Tasks	Update Information in ORCA	0.43%
Supervisory Tasks	Monitor Time Sheets, Expense Vouchers, and Similar Records	0.43%
Supervisory Tasks	Conduct Performance Evaluations	0.43%
Supervisory Tasks	Counsel Staff (e. g., personnel problems, conflicts, and complaints)	0.43%
Supervisory Tasks	Conduct Disciplinary Action	0.72%
Federal and State Reviews	Title IV-E Audit Reviews	0.29%
Federal and State Reviews	Communication with Other Groups	0.14%
Special Studies	Special Studies	0.43%
Unity Statistics	Unit Statistics	0.43%
Total Administrative Time		17.7%
Training and Staff Development	Train Staff	0.72%
Training and Staff Development	Train Providers (foster care, adoptive parents and other care providers)	0.14%
Training and Staff Development	Receive Training (other than for new OCS positions)	1.88%
Training and Staff Development	Professional Reading	0.14%
Training and Staff Development	Interact with Professional Organizations	0.87%
Total Training Time		3.8%
Non-Work Time	Breaks	1.74%
Non-Work Time	Sick Leave	4.34%
Non-Work Time	Vacation and Other Leave	10.42%
Total Breaks/Leave Time		16.5%
Total Time		100.0%

**Appendix – Table 3
Percents of Time Spent on Specific Activities by Social Services Associates**

Task Group	Task Description	Percent of Time
Intake Activities	Receive Allegations	0.25%
Intake Activities	Screen in or Out Report of Maltreatment	0.13%
Background Checks	Check for History of Abuse and Neglect	0.89%
Background Checks	Check for Criminal History	7.47%
Face-to-face Contact in the Home	With child	0.25%
Face-to-face Contact in the Home	With parent, legal guardian or Indian custodian	0.13%
Face-to-face Contact in the Home	With both parent and child	0.13%
Face-to-face Contact Not in the Home	With child	0.13%
Face-to-face Contact Not in the Home	With both parent and child	1.39%
Face-to-face Contact Not in the Home	With foster parent	0.13%
Other Face-to-face Contact	Child-care	0.76%
Non Face-to-face Contact	With parent, legal guardian, or Indian custodian	0.13%
Non Face-to-face Contact	With collaterals	0.13%
Non Face-to-face Contact	With foster parent	0.51%
Non Face-to-face Contact	With others	0.51%
Placement Decision	Safety assessment	0.13%
Initial Assessment Decision	Initial Assessment Decision	0.13%
Case Specific Meetings	Participation in Consultations or Team Meetings	0.13%
Case Consultation	With Caseworker	1.90%
Case Consultation	With Social Services Assistant	0.13%
Case Consultation	With Supervisor	0.89%
Case Consultation	With Co-worker	0.13%
Case Consultation	With Foster Parent Provider	0.13%
Case Consultation	With Service Provider	0.38%
Case Consultation	With Others	0.25%
Case Reviews	Schedule Case Review	0.38%
Service Arrangement or Provision	Help Client Obtain Services	0.25%
Service Arrangement or Provision	Refer to or Arrange for Therapeutic and Remedial Services	0.13%
Service Arrangement or Provision	Make Requests for Funds and Vouchers	1.65%
Service Arrangement or Provision	Provide Services	0.13%
Service Arrangement or Provision	Notifications	0.13%
Eligibility Determination	Collecting Eligibility Information	0.89%
Travel	Arrange Travel	1.27%
Travel	Conduct Travel	0.25%
Travel	Post-travel Documentation	0.51%
Transportation of Client	Arrange Transportation of Client	0.89%
Transportation of Client	Provide Transportation of Client	8.35%
Transportation of Client	Post-transportation Documentation	0.38%
Family Contact/Visitation	Arrange for Family Contact	2.91%
Family Contact/Visitation	Supervise Visits	13.67%
Report Preparation	Report Preparation	0.13%

**Appendix – Table 3
Percents of Time Spent on Specific Activities by Social Services Associates**

Task Group	Task Description	Percent of Time
Prepare for Court Hearings	Consult with Attorney/Attorney General	0.13%
Prepare for Court Hearings	Discovery	0.63%
Supervisory Tasks	Consult with Worker	0.13%
Licensing and Monitoring	Provide Information/Accept Application	0.13%
Licensing and Monitoring	Conduct Fingerprinting	0.13%
Licensing and Monitoring	Review Written References and/or Interview References/Collaterals	0.13%
Clerical	Filing	1.27%
Clerical	Archiving	0.25%
Clerical	Typing/Word Processing	0.25%
Clerical	Recording	0.25%
Clerical	Photocopying	0.13%
Clerical	Mailing/Faxing/Scanning	1.52%
Clerical	Purging	0.25%
Clerical	Redacting	0.51%
Computer Documentation	Record Information in ORCA	4.81%
Computer Documentation	Conduct Inquiries on the Computer	1.01%
Computer Documentation	Complete Forms in Preparation for Computer Input	0.13%
Computer Documentation	Request of Funds	1.65%
Paper Documentation	Case Notes	0.63%
Paper Documentation	Forms	1.90%
Paper Documentation	Correspondence	0.25%
Paper Documentation	Incoming Communications	1.27%
Total Case Specific Time		66.3%
General Administration	Check E-mail	4.81%
General Administration	Attend Supervisory or Other Administrative Meetings	2.15%
General Administration	Complete Reports and Records –	1.27%
General Administration	Conduct Planning, Caseload Management, Scheduling, and Time Management Activities	1.65%
General Administration	Maintain Office, Equipment and Vehicles	2.15%
Travel	Arrange Travel	1.14%
Travel	Post-travel Documentation	0.25%
Clerical	Clerical	2.03%
Clerical	Reception	1.77%
Clerical	Schedule Worker Time and Leave	0.38%
Clerical	Process Time Sheets, Expense Vouchers, and Similar Records	0.25%
Informal Training	Acquisition and/or Sharing of Software Knowledge	0.13%
Informal Training	Policy	0.13%
Supervisory Tasks	Update Information in ORCA	0.13%
Federal and State Reviews	Communication with Other Groups	0.38%
Special Studies	Special Studies	0.38%
Unity Statistics	Unit Statistics	0.63%
Total Administrative Time		19.6%

**Appendix – Table 3
Percents of Time Spent on Specific Activities by Social Services Associates**

Task Group	Task Description	Percent of Time
Training and Staff Development	Train Staff	0.13%
Training and Staff Development	Receive Training or Interview for New OCS Position	0.13%
Training and Staff Development	Receive Training (other than for new OCS positions)	1.39%
Training and Staff Development	Interact with Professional Organizations	0.25%
Total Training Time		1.9%
Non-Work Time	Breaks	0.76%
Non-Work Time	Sick Leave	3.42%
Non-Work Time	Vacation and Other Leave	7.97%
Total Breaks/Leave Time		12.2%
Total Time		100.0%

**Appendix – Table 4
Percents of Time Spent on Specific Activities by Office Assistants**

Task Group	Task Description	Percent of Time
Face-to-face Contact Not in the Home	With both parent and child	0.11%
Face-to-face Contact Not in the Home	With others	0.11%
Non Face-to-face Contact	With others	0.11%
Placement Decision	Initial Assessment	0.11%
Initial Assessment Decision	Initial Assessment Decision	0.11%
Case Specific Meetings	Schedule Team Meeting	0.57%
Case Specific Meetings	Participation in Consultations or Team Meetings	0.11%
Case Consultation	With Caseworker	0.34%
Case Consultation	With Community Care Licensing Specialist	0.11%
Case Reviews	Schedule Case Review	0.34%
Case Reviews	Preparation Time	0.57%
Case Reviews	Waiting Time	0.11%
Case Reviews	Participation in Case Reviews or Conferences	0.11%
Service Arrangement or Provision	Make Requests for Funds and Vouchers	0.11%
Service Arrangement or Provision	Resolve Conflicts	0.11%
Service Arrangement or Provision	Notifications	0.23%
Travel	Arrange Travel	4.59%
Travel	Conduct Travel	0.57%
Travel	Post-travel Documentation	1.03%
Transportation of Client	Arrange Transportation of Client	0.69%
Transportation of Client	Post-transportation Documentation	0.11%
Family Contact/Visitation	Supervise Visits	0.11%
Prepare for Court Hearings	Discovery	1.49%
Prepare for Court Hearings	Prepare and Send Notifications	0.11%
Participate in Court Hearings	Schedule Court Hearing	0.11%
Licensing and Monitoring	Conduct Background Check	0.23%
Licensing and Monitoring	Conduct Fingerprinting	0.57%
Clerical	Filing	4.02%
Clerical	Archiving	0.23%
Clerical	Typing/Word Processing	0.69%
Clerical	Photocopying	1.38%
Clerical	Mailing/Faxing/Scanning	1.95%
Clerical	Shredding	0.11%
Computer Documentation	Record Information in ORCA	0.57%
Computer Documentation	Conduct Inquiries on the Computer	0.11%
Computer Documentation	Down Time/Waiting Time during Case Specific Task	0.11%
Computer Documentation	Request of Funds	0.23%
Paper Documentation	Forms	0.46%
Paper Documentation	References	0.11%
Conflicts, Appeals and Grievances	Provide Information	0.11%
Total Case Specific Time		23.1%
General Administration	Check E-mail	5.86%

**Appendix – Table 4
Percents of Time Spent on Specific Activities by Office Assistants**

Task Group	Task Description	Percent of Time
General Administration	Attend Supervisory or Other Administrative Meetings	1.61%
General Administration	Complete Reports and Records –	2.18%
General Administration	Conduct Planning, Caseload Management, Scheduling, and Time Management Activities	0.46%
General Administration	Maintain Office, Equipment and Vehicles	2.41%
General Administration	Recording	1.26%
Community Outreach	Preparation	0.69%
Community Outreach	Participate in Outreach other than Community Training/Education or Job Development	0.11%
Community Outreach	Provide Information and Referral	0.11%
Travel	Arrange Travel	2.76%
Travel	Conduct Travel	1.03%
Travel	Post-travel Documentation	1.49%
Clerical	Clerical	15.27%
Clerical	Reception	12.06%
Clerical	Schedule Worker Time and Leave	1.26%
Clerical	Process Time Sheets, Expense Vouchers, and Similar Records	4.13%
Informal Training	ORCA	0.23%
Informal Training	Acquisition and/or Sharing of Software Knowledge	0.11%
Supervisory Tasks	Conduct Meetings	0.11%
Supervisory Tasks	Screen and Interview Job Applicants	1.26%
Supervisory Tasks	Counsel Staff (e. g., personnel problems, conflicts, and complaints)	0.11%
Supervisory Tasks	Process Grievances	0.11%
Federal and State Reviews	Quality Service Reviews	0.11%
Special Studies	Special Studies	0.80%
Total Administrative Time		55.6%
Training and Staff Development	Train Staff	0.23%
Training and Staff Development	Receive Training or Interview for New OCS Position	0.69%
Training and Staff Development	Receive Training (other than for new OCS positions)	1.49%
Total Training Time		2.4%
Non-Work Time	Breaks	2.18%
Non-Work Time	Sick Leave	5.97%
Non-Work Time	Vacation and Other Leave	10.79%
Non-Work Time	Flex Time	
Total Breaks/Leave Time		18.9%
Total Time		100.0%

Appendix D - Calculation of Support Staff Needed to Support Caseworkers

Item	Value
A. Average monthly work hours	157.5 hours
B. Percent of support activities carried out by case carrying staff	9.3%
C. Number of current case carrying staff	184
D. 75 percent increased rate of efficiency	75%
E. Percent of support activities to transfer to Social Services Associates	74%
F. Percent of support activities to transfer to Office Assistants	26%
G. Time Social Services Associates have available for case work	104.4 hours
H. Time Office Assistants have available for case work	36.4 hours

The formulas used to measure the numbers of additional support staff needed when transferring responsibilities for case activities are as follows.

Social Services Associates

$$(A \times B \times C \times D \times E) \div G$$

Office Assistants

$$(A \times B \times C \times D \times F) \div H$$

Below is a step-by-step illustration of the calculation of Social Services Associates needed to support Caseworkers.

Step 1: Total number of hours each month Caseworkers spend on support activities is calculated by multiplying items A by B by C.

$$157.5 \text{ hours} \times 9.3\% \times 1184 = 2,695 \text{ hours}$$

Step 2: The total number of hours is adjusted for an expected increased rate of efficiency by multiplying the total hours by 75 percent (D).

$$2,695 \text{ hours} \times 75\% = 2,021 \text{ hours}$$

Step 3: Using the hours Social Services Associates and Office Assistants have available to work on cases, a percentage of the time each will provide support to case carrying staff was developed and is next applied. The percent of activities to transfer to Social Services Associates is 74 percent (E).

$$2,021 \text{ hours} \times 74\% = 1,499 \text{ hours}$$

Step 4: The final step is to divide the number of additional hours needed by Social Services Associates to carry out the activities to be transferred from Caseworkers by the hours Social Services Associates have available to work on cases (G).

$$1,499 \text{ hours} \div 104.4 \text{ hours} = 14.4 \text{ full-time equivalents}$$

The same set of calculations were performed to calculate the number of Office Assistants needed to support Caseworkers.

Step 1: Total number of hours each month Caseworkers spend on support activities is calculated by multiplying items A by B by C.

$$157.5 \text{ hours} \times 9.3\% \times 152 = 2,695 \text{ hours}$$

Step 2: The total number of hours is adjusted for an expected increased rate of efficiency by multiplying the total hours by 75 percent (D).

$$2,695 \text{ hours} \times 75\% = 2,021 \text{ hours}$$

Step 3: Using the hours Social Services Associates and Office Assistants have available to work on cases, a percentage of the time each will provide support to case carrying staff was developed and is next applied. The percent of activities to transfer to Office Assistants is 26 percent (F).

$$2,021 \text{ hours} \times 26\% = 522 \text{ hours}$$

Step 4: The final step is to divide the number of additional hours needed by Office Assistants to carry out the activities to be transferred from Caseworkers by the hours Office Assistants have available to work on cases (H).

$$522 \text{ hours} \div 36.4 \text{ hours} = 14.4 \text{ full-time equivalents}$$

Calculation of percents of support activities to transfer

The percentages were calculated by measuring the proportion of time support staff have to work on cases.

Support Staff Type	Hours Available for Casework	Percentage of Hours Available for Casework
Social Services Associates	104.4 hours	74%
Office Assistants	36.4 hours	26%
Total Case Work Time	140.8 hours	100%